

Management

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Management methods

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 Cover photo courtesy of Socony Mobil Oil Company, Inc.

Policy re manuscripts: The object of **MANAGEMENT METHODS** is to offer "practical solutions to management's problems." For that reason we never highlight a problem without offering at least a partial solution or a recommended course of action. Whenever possible, we like to offer the reader something he can do right now to correct a procedure or solve a problem in his business.

Much of our editorial material comes from business and management specialists as well as from active businessmen at all levels of management.

Most articles employ case histories. An article may be based on a single case history or can be built around a group of related case histories. We like to mention the name of the user company involved in each case history.

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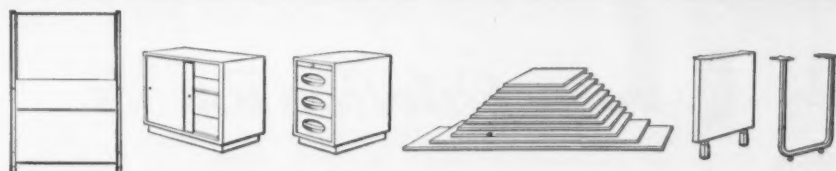
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Mr. William J. Vonah
Arnot Jamestown Division
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730 Fifth Avenue
New York, N. Y.

May 9, 1955

Dear Mr. Vonah:

Last September we opened our new Home Office building which is furnished with your steel partitions for offices. As a part of that program I rehabilitated the physical properties of the Legal Department and tried the experiment of steel partitioning for my assistants, all of whom are lawyers. The question was raised as to whether or not this type partition would serve as well as the old individual office type arrangement for lawyers.

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It is seldom that we find a product which is so spectacular in its success and I, therefore, felt that your Company should be made aware of our experience.

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consensus

ELECTRONIC BRIEFS WORTH REPEATING

Case study in automation

A case study of production control through electronic data processing, written by an electronic data systems engineer to give business management a better picture of the use of electronic systems, is available from the Office of Technical Services, U. S. Dept. of Commerce.

Prepared under Office of Naval Research contract especially for management, the report requires no previous knowledge of electronic computers on the part of the reader; rather, it describes and illustrates through the case study the types of clerical operations which these machines can be expected to perform. The study was completed in May 1954.

The report considers some of the major principles involved in applying these new machines to business operations; then, to illustrate the application of these principles, it describes an in-plant research study, made at a medium-size manufacturing plant, and the electronic data processing system which was prepared to meet the production control requirements of this plant. There's also a section on estimated costs, deliveries, and savings.

PB 111580, *Production Control Through Electronic Data Processing: A Case Study*, 52 pages, may be obtained from OTS, U. S. Department of Commerce, Washington 25, D. C., for \$1.50.

Automatic check handling

An automatic bank bookkeeping system designed to bring a high degree of automation to the task of processing the tremendous volume of checks in commercial and personal checking accounts, was announced today jointly by Burroughs Corpora-

tion of Detroit, The Todd Company, Inc. of Rochester, and Addressograph-Multigraph Corporation of Cleveland.

The new system, units of which have already been developed experimentally and tested, and are ready for initial field testing, contemplates the use of an invisible code placed on paper checks as a by-product of other necessary printing. Thus, coding is done at little or no additional cost and will identify both the depositor and the bank on which the check is drawn. Since the system has been adapted to the use of paper checks, there need be no change in customers' check writing habits.

Devices for automatically reading this code will make it possible to sort checks automatically. Thus, with the new system, banks will be able to sort their own checks by customers with a much greater degree of speed and efficiency than has been possible up to now.

It is anticipated, also, that it will be possible to code the amount on the checks as an automatic by-product of necessary proving operations in the bank. With this technique, amounts will be read automatically, thus achieving an even higher degree of automation. It is contemplated that bank bookkeeping systems employing these basic principles will be formulated to cover the full range of banking operations. Relatively simple methods of automation will be available to small banks and more complete, fully electronic systems will be available to larger institutions where they are economically feasible.

The first field testing of units of the new system will take place within the next six months and it will require quite some time to perfect the over-all system. It is contemplated that the first applications will involve special checking accounts which are best suited to the field testing procedures. Final production plans and equipment availability dates must

await the results of these field tests.

For more information, circle number 988 on the Reader Service Card.

Punch card to EDPM

At Ryan Aircraft in San Diego, California, in payroll preparation alone, costs have been reduced approximately \$12,000 per year since installation of the present complement of punch card machines, in spite of their rental averaging \$12,000 per month. The #604 calculator, which processes 6,000 payroll cards per hour from hours worked to gross pay less taxes, deductions, etc., replaced two older type punch card computers with capacities of 700 to 1,000 cards per hour.

Ryan is now considering, through research, the possibility of complementing their punch card equipment with electronic data processing equipment, where magnetic tape would replace the large card files now containing the payroll master file. On order are a type 884 IBM typewriter tape punch, and also a type 650 electronic data processing machine.

New digital computer

Latest in the line of digital computers produced by Logistics Research Inc., Redondo Beach, California, and developed primarily for use by small commercial and technical organizations with large computational requirements, the ALWAC III is now available from the California computer firm.

Versatile, reliable, and simple to operate, the ALWAC III has many practical advantages over its predecessors. With double the basic computing speeds of earlier ALWAC computers, the new machine has 2,048 additional words available in the main memory. Fast access storage has been increased from 64 to 128 words and provisions have been made for additional supplementary input-output equipment. Thirty additional commands have been added to the already extensive list.

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A REMARKABLE OPPORTUNITY FOR THE EXECUTIVE CONCERNED WITH THE REDUCTION OF OPERATING COSTS

On October 10, a three-day exchange of management ideas will be held in Detroit under the auspices of the Systems and Procedures Association of America. You select only the subjects that interest you from thirty-six Seminars and Sessions.

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THE GENERAL SESSIONS

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- » Human equation in organizational planning
- » Measuring office operation for incentives
- » Training personnel for electronic application to business problems
- » Basic concepts of operations research
- » Quality control in the office
- » Information handling with modern communication facilities
- » Techniques of the operations research team
- » Procedures for the procedure writer
- » Challenges to management in current electronic developments
- » Cost reduction by records management
- » Experience in installing a large scale electronics computer
- » The "job shred-out": a management simplification procedure
- » Getting the most out of manual methods and devices
- » Some early experience indications of UNIVAC applied to business problems

- » For better communication . . . try listening!
- » Yardsticks for punched card applications
- » Management improvement programs
- » Gathering facts to streamline procedures
- » A central intelligence program for management
- » Application of statistics to business systems

THE SEMINARS

You have your choice of three Seminars: Eight of these Seminars will be held at industrial locations—actual "in-plant" studies at firms like Ford, General Motors, Argus Camera, Michigan Bell, etc! Registration will be very limited—only 22 executives in each group. Each Seminar will be led by an expert. Not a hodge-podge round-table discussion, each is a planned workshop designed to present, explore, and evaluate the newest techniques.

- » Forms control
- » Organizing for an electronic survey
- » Organizing for operations research
- » Work simplification
- » Application of electronic data
 - To payroll
 - To billing and accounting
 - To production planning & material control
- » Operations research applied to inventory management
- » Organization of a Systems & Procedures Department
- » Operations research in production control
- » Work measurement
- » Operations research applied to market research and distribution
- » Conference leadership
- » Integrated data processing
- » Operations research applied to everyday manufacturing problems
- » Organizational planning

THIS IS SPA

Sponsored by the Systems and Procedures Association of America—The Systems and Procedures Association is a non-profit organization of professional administrative and systems engineers dedicated to the common purpose of management improvement in business and industry. While membership in the Association is restricted to those actively engaged in administrative engineering, the Association is inviting all management to attend this conference as a practical contribution to business.

For more information . . .

Write immediately to Mr. Dar Tisdale, Chairman, SPA Meeting, Sheraton-Cadillac Hotel, Detroit 31, Michigan, or circle number 900 on the Reader Service Card for more information and registration blanks. Register now to assure attendance at Seminars of your choice. Only about 20% of the expected registrants can be accommodated at the industrial site Seminars. Moreover, you will have full cancellation privilege until August 15 if you should have to change your plans.

(Circle 900 for more information)

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\$\$\$ tax tips \$\$\$

TEST YOURSELF on recent tax court cases

THE QUESTION

May the Commissioner of Internal Revenue assess a 50% fraud penalty after Taxpayer has voluntarily filed an amended return?

THE FACTS

In filing his individual 1943 income tax return, Taxpayer had failed to include income in the amount of \$30,909. Upon learning that a customer of Taxpayer was being investigated by the Commissioner and was about to make full disclosure of unreported transactions with Taxpayer, he immediately filed an amended income tax return reflecting the unreported income. The Commissioner thereupon assessed Taxpayer with a fraud penalty of 50% of

the determined deficiency. The Commissioner considered the deficiency as the difference between the tax as computed on the original return by the taxpayer and the true tax liability as it was computed by the Internal Revenue Service.

Taxpayer contended that the difference between the tax reported in the original return and the amended return doesn't constitute a deficiency subject to the 50% fraud penalty. Who is right?

THE RULING

The facts clearly support the conclusion that the taxpayer willfully and fraudulently, with intent to evade tax, failed to report his true and correct income for 1943 in his original return. The court said that a taxpayer who has found that the Commissioner has discovered his fraud may not quickly file an amended return and make payment of tax before a deficiency notice has

been mailed to him, and thereby avoid the penalty of fraud. The fact that the tax liability has been discharged by the filing of an amended return and subsequent payment of the tax does not bar the Commissioner from assessing a fraud penalty of 50% of the difference between the tax reported on the original return and the true tax liability. (Aaron Hirschman, U.S. Tax Court).

THE QUESTION

Is the loss incurred by a taxpayer on the sale of bonds, purchased as security for a contract, deductible as a business expense, or is it a capital loss?

THE FACTS

The taxpayer in this case, Bagley & Sewall Company, a New York corpora-

tion engaged in the manufacturing and sale of papermaking machinery, en-

THE AUTHOR: Benjamin Newman is an attorney (member of the New York Bar) who specializes in tax matters, estate planning, and real estate. He is associated with the law firm of Koenig and Bachner, in New York.

methods



HOW A NOTED TRAILER COMPANY CUT INVENTORY REPORT PREPARATION TIME 50%

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(Circle 859 for more information)

july 1955

tered into a contract in 1946, for the manufacture and delivery of two paper-making machines at a cost of approximately \$1,800,000. A provision of the contract was that U.S. 2½% Government bonds be deposited by Bagley & Sewall with a New York financial institution, as security for the performance of the contract. The bonds would be returned to Bagley & Sewall upon receipt of the last payment due under the contract.

Taxpayer, Bagley & Sewall, borrowed money for purchase of bonds in the face value of \$800,000. The bonds were sold a few days after completion of contract resulting in a loss of approximately \$15,000, which Taxpayer claimed as an ordinary and necessary business expense.

The Commissioner claimed a deficiency in Taxpayer's return on the ground that the above loss was a capital loss. It was the Commissioner's contention that the bonds constituted capital assets and that the loss resulting from their sale is to be treated as a capital loss. Who is right?

THE RULING

The Court (U.S. Court of Appeals for Second District, April 21, 1955) held that Taxpayer was not in the business of buying and selling securities and that the government bonds had been acquired solely to carry a set of conditions imposed by a business contract. It is clear, the court said, that no investment was intended. The taxpayer's lack of surplus capital, the interest return on bonds, the interest obligation of the loan made to buy bonds, and the almost immediate sale of the bonds when available to Taxpayer, made the finding in favor of the taxpayer necessary. Since the taxpayer purchased the bonds, not for investment, but as part of a business transaction it was proper, held the Court, to deduct the loss incurred in the resale of the bonds as a business expense.

THE QUESTION

Is an individual required to produce books and records when summoned to do so by the Internal Revenue Service in the course of its income tax

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(Circle 887 for more information)

examination of a third party?

THE FACTS

During an investigation by the Internal Revenue Service of the income tax liability of Mr. and Mrs. Clifford O. Boren, that government agency issued a summons directing Evelyn Hubner to appear before it and produce the books and records of the Hubner Building Company. The Borens had been involved in a series of business transactions with the Hubner Building Company—which was dissolved, at the time of the investigation, as a result of the death of Mr. Hubner. Mrs. Hubner did appear but refused to produce any records, claiming, among other things, the protection of the Fifth Amendment, in that the records might result in self-incrimination. Was she required to produce them in an income tax examination of a third party?

THE RULING

As a general rule, an individual need not give any testimony which may be a link in a chain of circumstances tending to self-incrimination. However, this rule must be qualified to exclude a "scheme of linkage" which is incredible under the circumstances of the existing facts. Since Mrs. Hubner had had no business relationships with the Hubner Building Company as an officer, stockholder, or employee, the possibilities of self-incrimination were too remote.

Furthermore, it was the opinion of the U.S. District Court (Tucker vs. Hubner, decided February 17, 1955) that it was not possible in a civil proceeding attempting to enforce civil liability under the Internal Revenue Statutes, to invoke the Constitutional protection of the Fifth Amendment. It is true, said the Court, that as an outgrowth of the examination, the government may make some additional tax claims against the Hubner Building Company which will affect Mrs. Hubner as transferee of her late husband's property. Nonetheless, the grounds of self-incrimination are insufficient for refusal to answer questions or produce records, even though the disclosures made might result in a civil proceeding against Mrs. Hubner to satisfy any tax liability which might be assessed against the Hubner Building Company. m/m

methods

sales ideas Salesmen training reduces turnover

Confronted by a salesman turnover that ran between 65% and 70%, during a period of business lag and rising overhead costs, the Northwestern National Life Insurance Company set out to attract and hold good sales personnel. They established a program which, after eleven years, has reduced the sales force by 40% while company production has gained 132%, and production per man has gained 291%. The cost of selling each \$1,000 worth of business has actually dropped almost 25% during this period of increasing overhead costs.

The first new policy, aimed at stabilization of the sales force, was accomplished by giving higher earnings and further training to the older and better salesmen. At the same time, to "purify" the ranks, the unstable salesmen were eliminated and a program of careful salesman-selection was started.

The salesman prospects are given a series of three tests. The company feels these offer the best guide to ability, short of actual observation on the job. First, a personal history rating form is weighted to correspond to the history and experience of successful salesmen. An aptitude index test shows whether the candidate has the aptitude for, and an interest in, insurance sales. The social interest test is a record of the applicant's social activity and personal leadership, to determine his potential scope as a salesman.

If an applicant passes these tests,

which take only two hours to administer, he is put to work at on-the-job training with field trainers for a month. This month is written off by the company as transition time, and no attempt is made to evaluate sales potential or personal adjustment.

After this initial month of training, the salesman is placed under very careful supervision. Progress scoring charts (see p. 10) are prepared on his work after 60, 90, 120 days. These measure him on the basis of dollar volume of sales. In the 60-day chart, for example, a score of 50, or above, means the agent probably is among the top 20% to 25% of men under contract. A score of 0 to 50 means he is making slow but steady progress. A score of 0, or less, means he is not devoting full time to his job, or is not fitted to the work.

The new agents are presented with their scores at the end of these periods and are informed of the interpretation of the scores. The high ranking men are encouraged, and the low scorers are made aware of the remote chances of making insurance a profitable career.

If at the end of 120 days the company has found an applicant to be acceptable, he is brought to the home office where his personal finances are examined. The company offers a monthly subsidy to the applicant (which is not repaid) to help him meet expenses during the first few months of work, when income is generally not adequate. The subsidy averages about \$70 per month.

(next page, please)

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PER MAN SALES UP 291%

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Through IBM research, tomorrow's thinking TODAY...



Magnetic cores are intricately woven into copper-wired frames to become the "memory" of powerful IBM electronic data processing machines such as the new IBM 705.



Memory ... in the making

Magnetic cores, each one actually little larger than the head of a pin, are shown here dramatically magnified by the microcamera as they are taken from a heat-treating kiln. Their ultimate function: to store or "remember" information fed into IBM electronic data processing machines for business.

They also illustrate IBM's leading role in applying the latest electronics advances to data processing. Out of this continuing leadership by IBM has come today's "quiet revolution" in American business methods.

In almost every field of activity, from fundamental research and engineering calculations to everyday business accounting, IBM data processing is rapidly narrowing the critical gap between problems and decisions.

International Business Machines Corp., N. Y. 22.

IBM

**DATA
PROCESSING**

World's largest producer
of data processing machines

(Circle 871 for more information)

He is then sent to school for further training which gives him self-confidence in his knowledge of insurance.

The number of new salesmen hired during a calendar year had been as high as 38.7% of the total sales force before the program was launched. This figure steadily dropped. Only in one year, 1951, did it approach a high figure again, and that was 15.8%. The number of salesmen terminated during the same year they were hired had been as high as 13.6%. During 1953, this figure dropped to a low 3.3%.

The reduced overhead has saved an estimated \$450,000 since the inception of the new program. One example of major saving is in the operation of the

Progressive Scoring Chart For New Agents At End of 60 Days

Agent _____	Agency _____
Date of Contract _____	Date of This Report _____
Production Factor Weight	Production Factor Weight
1. WRITTEN VOLUME	4. PAID-INITIAL VOLUME
Under \$6,000 -16	Under \$2,000 -11
\$6,000-\$17,000 0	\$2,000-\$5,000 0
\$18,000 and over +12	\$6,000 and over + 9
2. NO. OF POLICIES WRITTEN	5. NO. OF POLICIES ON WHICH INITIAL PREMIUM WAS PAID
Less than 3 -17	0 - 9
3-6 + 3	1-2 0
Over 6 +12	Over 2 + 7
3. SETTLED VOLUME	6. SIZE OF LARGEST POLICY WRITTEN
Under \$4,000 -15	Under \$5,000 -12
\$4,000-\$11,000 0	\$5,000 and over +12
\$12,000 and over +14	

Production Factor Score

1. Written Volume	_____
2. No. of Policies Written	_____
3. Settled Volume	_____
4. Paid-Initial Volume	_____
5. No. of Paid Policies	_____
6. Size of Largest Policy	_____
Total	_____

A typical scoring chart: A score of plus 50 on this sales score card puts a new salesman at the head of the class. Anything between 0 and plus 50 signifies slow but good progress. Less than 0 means the agent is in the wrong business.

main hiring office. Before the program, the company leased an entire floor in a Minneapolis office building. The working staff consisted of three managers, six supervisors, and an office force of sixteen, to recruit, train and supervise operations. Today, this office uses only half a floor, has 2 managers, 3 supervisors, and 11 clerical workers.

As an adjunct to the sales training program, the company has also developed a managerial training program. This involves an intensive two-year course, which has made it possible for the company to train its own executives. They have not had to hire a single executive from outside the staff in more than ten years. m/m

methods

methods

asks the

experts

THIS MONTH'S EXPERT



John Sasso

Vice President & Director of Public Relations
G. M. Basford Company, New York

Mr. Sasso, who heads the Public Relations Department of his agency, is a leading specialist in industrial publicity. His experience with industrial accounts covers a diversified field ranging from steel to plastics, and screws to fork trucks.

He was previously Industrial Editor of *Business Week* and Managing Editor of *Product Engineering*. He has made many talks and written numerous articles on publicity and public relations, in addition to authoring four technical books on allied subjects.

How to use industrial publicity to support your advertising

QUESTION: To get our terms straight, Mr. Sasso, what's the difference between "industrial" and other kinds of publicity?

ANSWER: The audience and the techniques. General publicity aims big guns at mass markets, cuts across age, sex, economic, education, and other lines. Its ultimate goal is a photograph of the product, with Marilyn Monroe, on *Life's* cover. Even then, however, the direct impact on sales might be difficult to gauge.

Industrial publicity, on the other hand, uses the rifle to stalk product-buying specialists in the technical press. Its mission is more precise: fashion each message to the engineer (or executive or designer) to fit his particular professional interest. The sales results are often crystal-clear.

QUESTION: What is industrial publicity supposed to accomplish?

ANSWER: That depends on what the company wants: a scrapbook full of clippings, or a sales tool that can strengthen and broaden the advertising message.

QUESTION: How should publicity be coordinated with advertising?

ANSWER: From the very first session at which sales objectives are stated and advertising discussed, publicity should be part of the over-all strategy. A good example is the master-plan of a plastic company which decided last December to launch a new type of plastic by the middle of this year. Here's the timetable set up at the December meeting:

► *April 1st, a press conference for a limited number of editors representing key media. Assume a two-month time lag before stories are published.*

- *Announcement ads to start September.*
- *October, November, and December—channel case history features to trade papers.*
- *January—cull these case histories for advertising themes.*

At this writing, the press conference was held on schedule and produced several important stories (due largely to the fact that editors were briefed well in advance of the meeting), and the plan is progressing nicely.

QUESTION: Wouldn't it be possible to cut out advertising and just publicize?

ANSWER: Definitely not. Publicity may seem cheaper than some advertising, but each has a separate job which, done properly, will supplement but not replace the other. Publicity just can't use the hard-selling language of an ad, or be timed and placed exactly as management desires, or be counted on to list prices and outlets. Moreover, good publicity uses up materials rapidly, whereas advertising can repeat a message indefinitely.

In contrast, when you place editorial material in a magazine, it carries the editor's objective stamp of approval, with a correspondingly strong impact on readers.

In short, advertising *pays* its way, publicity *earns* its way.

QUESTION: What about public relations—where does it end and publicity begin?

ANSWER: I'll admit that the boundaries are hazy. But good industrial publicity can be directed into channels that lead to good public relations. Take the case of a group of certain companies that wanted to promote sales of large moldings. They thought they needed attitude surveys, etc. of a high-flown public relations program. Actually, the problem

was simply to get the story to four specific groups: manufacturers, engineers, merchandisers, and the public.

A publicity campaign tied closely to the group's advertising and direct mail efforts did the job. Articles were carefully spotted so that manufacturers learned about production savings in certain manufacturing magazines; engineers discovered properties and advantages via signed articles in top design publications; merchandisers saw the sales advantages in their special publications—and the public was sold on plastic moldings through feature stories in the home furnishing books and the daily press. Topping it all (and creating more news) were publicity-inspired symposiums held by the group to aid their customers.

QUESTION: Would you say that industrial publicity concentrates on product plugs and forgets "prestige"?

ANSWER: No. Building up a company's reputation as a distinguished pacesetter in an industry is a long-range job which complements immediate product projects.

Articles about the company's outstanding manufacturing or merchandising methods, or stories about individual accomplishments of its executives, lay important groundwork. These help sell editors as well as customers. Editors are more likely to pay attention to a company's product releases, and to call on it for special stories when they've been made aware of the firm's stature.

QUESTION: Should publicity be used to "feel out" markets for new products?

ANSWER: Yes and no. A classic example of how publicity can lead the way to markets is Carborundum's introduction of Fibrefrax Fiber. At the time, 15 trade

This is
KARD-VEYER

The ALL-NEW Mechanized Card Record File

Kard-Veyer is the *new* electrically-powered card-file unit that cuts finding, posting and filing time to seconds. Here's an all-in-one, fatigue-reducing high output work station that saves profit dollars in time and space.

Kard-Veyer houses from 16,000 to 80,000 record cards in sizes ranging from 8" x 5" to 2½" x 3", including standard punched-cards 7½" x 3¼".

If your records-keeping operation includes a large, active card reference file, investigate Kard-Veyer *today*. Call the Remington Rand Office near you, or, write to Room 1716, 315 Fourth Ave., New York 10. Ask for LBV706.

Remington Rand

(Circle 883 for more information)

paper editors were invited to a conference and told, in effect: "Here it is. What do you think?" Each man's self-written article carried suggestions on how his industry might use Fibrefrax. Inquiries produced by the publicity were coded until the pattern emerged; the greatest interest was in chemical filtration, industrial papers, and textiles. Also indicated were the forms the fiber should take: mat, board, and rope. Sales and advertising efforts followed the path laid out by this publicity campaign.

On the other hand, a company courts disaster when it seeks publicity *before* completing at least pilot plant production. To release stories on mere prototypes or hand-made models will not only produce a deluge of unanswerable inquiries from irate customers, but will forever alienate the editors who printed the news.

QUESTION: Are there any standard "tools" which every publicity campaign should have?

ANSWER: Of the hundreds of publicity techniques extant none is "standard." Each should be tailored to the specific objective. Even the General Release would be better eliminated in cases where a single story in a single magazine would do more good than dozens of items. Or perhaps there should be no "prepared story" at all, but a press conference in which the editors are taken into the company's confidence and serviced with basic information to be used as they wish.

Sometimes the strategy may seem obscure. For instance, the manufacturer of the material which has been going into a certain number of products for 10 years came to his customer's industry convention and held a press party. "News" of the product's rapid growth in the past decade, and the development of a new process which would add to the current line, carried no brand name. But when the trade papers, and a national business publication did the roundup, one manufacturer dominated all of the pieces. You can easily guess which one it was.

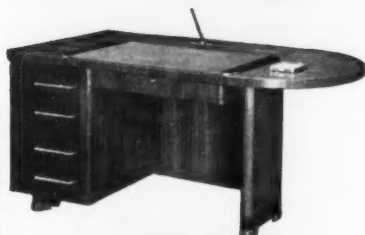
The competent publicist not only knows his way among trade papers, wire services, house organs, newspaper business pages, trade shows, photo services, even radio and T.V.—but how to evaluate them in terms of the current objective.

It may not be as showy, but there are times when getting a company executive onto a trade association's speaking panel could do more sales good than a color photo in the Saturday Evening Post.

QUESTION: Doesn't the press expect press parties, open houses, plant tours,

methods

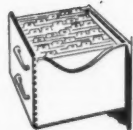
THE METROPOLITAN GROUP



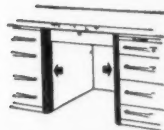
by
Imperial



Adjustable glides permit greater working comfort—equalize any unevenness in floor (between 29" and 30 1/2").



Ball-bearing suspensions on file drawer give finger-touch control. Conference and Executive Desks feature patented Pendaflex file.



"Densiwood" posts at knee well space eliminate possibility of marring or scuffing.



Graceful round-corner design gives greater working space in less area.

THE METROPOLITAN GROUP—in the matchless warmth and beauty of fine cabinet woods. Smartly styled for maximum efficiency. See your IMPERIAL Dealer or write now for details.

IMPERIAL DESK COMPANY
Evansville 7, Indiana

(Circle 870 for more information)
July 1955

etc. from a company seeking publicity?

ANSWER: Most busy editors resent having their time wasted on a no-news outing. Few are interested in the free drinks. True the liquid refreshments served at unnecessary press parties could keep the U. S. Navy afloat, but I'm afraid as many are given for the edification of company brass as are held for the press's benefit.

QUESTION: Is the best publicity man the one with first-name contacts?

ANSWER: No. The editors may know him *too* well. The best man is the one who acts as the company's liaison with the press, considers himself the editors' representative, and digs up the kind of material which publications can use.

QUESTION: Isn't a lot of I.P. pretty automatic? Can't a big advertiser reasonably expect a few editorial favors.

ANSWER: Many do! But—on most magazines worth talking about, or reading, the editor doesn't care whether a company advertises or not. He holds his job on his ability to serve readers with useful news. When an editor is more concerned with advertising pages than with editorial content, he's running a "puff" sheet and his readers know it.

QUESTION: Don't editors sometimes bend over backwards and actually discriminate against advertisers.

ANSWER: It might seem that way, but here's how such a situation occurs. XYZ Company places an ad in a technical magazine for a new product. On the day they mail out the mat, they also send a press release. One editor I know moans, "I won't use a release in the same issue as an ad, even if it is something I would otherwise run." He's not at fault, however. It's the poor timing and coordination of publicity. Had the release preceded the ad it would not only have run as fresh news, but it would have given the benefit of reader recall.

QUESTION: Now, the \$64 question: How much should this so-called "free" publicity cost?

(Advertisement)

HOW XEROGRAPHY SPEEDS PAPERWORK

cuts duplicating costs \$18,000 a year at

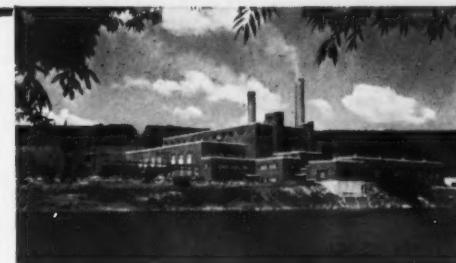
New York State Electric & Gas Corporation

SPEEDS Code Book copies at 60% savings

SPEEDS Accounting Manuals at 70% savings

SPEEDS Inter-office Telephone Directories at 94% savings—and

REDUCES delivery dates from 2 weeks to 1 day!



New York State Electric & Gas Corporation serves areas totaling 17,000 square miles—about 35% of the entire Empire State. Its numerous plants and offices are widely separated, and necessary communications involve much paperwork.

Convinced that xerography offers a new and better way to get paperwork done faster, cheaper, and with photographic accuracy, New York State Electric & Gas Corporation installed XeroX® copying equipment to prepare masters by xerography for offset duplicators. Result: costs in forms duplicating alone were cut by \$6,000 a year! Comparable savings were achieved on other applications.

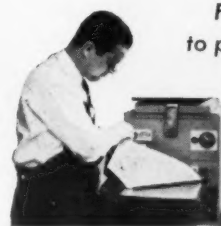
Substantial relief to the stenographic pool was attained by the elimination of retyping and proofreading time . . . Cost of various exhibits in Accounting Manuals, which must be revised frequently, has been reduced from \$6.50 to \$2.00 a page. Delivery time was cut from two weeks to a single day . . . Cost of reprinting an

Account Code Book, another continuing job, dropped from \$500 to \$200 . . . The inter-office directory printing was cut from \$35.00 to \$2.00.

Anything written, typed, printed or drawn can be copied onto paper masters by xerography with XeroX® copying equipment. With xerography, copies can be made from one or both sides of original material in enlarged, reduced or same size.

There is no limit to the versatility of the dry, electrostatic xerography process in paperwork duplicating applications.

From original
to paper master
in 3 minutes



WRITE for proof of performance folders showing how companies of all kinds, large and small, are cutting duplicating costs and speeding paperwork with xerography.

THE HALOID COMPANY
55-7X HALOID STREET, ROCHESTER 3, NEW YORK
BRANCH OFFICES IN PRINCIPAL U.S. CITIES AND TORONTO



XEROGRAPHY

(ZE-ROG-RA-FEE)

The fastest, cheapest, most versatile way to make masters for duplicating

(Circle 869 for more information)

(Advertisement)

Let's Talk Forms



A manufacturer has three subsidiary plants in different locations, each of which purchases a great number of materials for production. There was need for an integrated accounting procedure covering the purchasing cycle which would guarantee control, accuracy, and efficiency with proper liaison between the home office and the subsidiaries. A Moore system was installed which centralizes purchasing control in the home office and permits each plant to control its own accounting functions.

The System

Five different operations integrated in one over-all system give the manufacturer efficiency and control in managing purchases. These are the five operations:

1. Stores Department Operation

The department requisitions and distributes stockroom items; schedules delivery and use; transmits requisitions to Purchasing. A 3-part Moore Manifold book form is used. Part 1



The Moore book form simplifies requisitioning

posts to a Kardex inventory control. Part 2 is kept in a numerical file; part 3 authorizes withdrawal of items.

2. Purchasing requisitions A 4-part Moore Manifold book form is used by Stores to requisition inventory that is low. Part 1 goes to Home Office Purchasing. Part 2 is kept in a numerical file of the plant's Purchasing Dept.; part 3 stays in a numerical file. The requisitioner holds part 4.

3. Purchase Orders The Home Office Purchasing Dept. uses a 10-part top-stub Moore Speediset form. Parts 1 and 2, and parts 6 through 9 are also connected by a bottom stub.

Parts 1 and 2 (bottom-stub Speediset) are sent to the vendor, part 2 being returned as acknowledgment. Purchasing holds 3 in the file. 4 stays in a



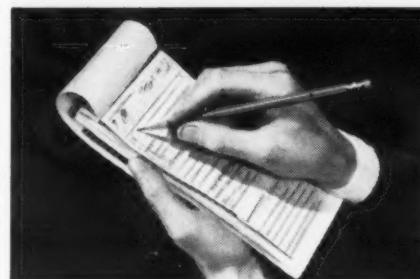
The 10-part Moore Speediset

Vendor file and is matched later to vendor's invoice, receiving report, etc. Part 5 goes back to Stores for its file. Parts 6, 7, 8, 9 (bottom-stub Speediset) is the Receiving Report with price columns blocked out. Part 10 is sent to the department that requisitioned as check against error.

4. Receiving Report This is made up, as stated before, of parts 6 through 9 of the Purchase order. After merchandise is received, the Receiving clerk distributes parts thus: part 6 to Purchasing to approve vendor invoice; 7 to the requisitioner as notification; 8 stays in the Receiving file. Stores uses part 9 to post to Kardex. It is then forwarded with copy of invoice to Accounting for expense—and cost-distribution.

5. Accounting and Inventory records Invoices sent by vendor are matched with parts 4 and 6 of the Purchase order. They are used to process payments and to give account distribution control. A Kardex in Stores furnishes positive control for all items issued or received.

(Circle 873 for more information)



HANDY WAY TO DO IT

The book form, a Moore first, can be used in any business, any operation—wherever handwritten forms are desirable. It gives original records. Moore constructs book forms in a great many ways to suit varying needs. Convenient, inexpensive.

Savings and Gains

Moore's multi-part speed stationery has eliminated entry duplication. There are minimum writings to control purchasing, receiving, accounting and inventory. Careful form design and the right distribution have given control of purchases and inventory. Receiving record is a by-product of the Purchase order, eliminating one form. Other economies are: simplified matching, scheduling of shipment arrivals, better control at the receiving dock. Carbon handling and form jogging are eliminated by the Moore Speediset construction, allowing subsequent entries. If you would like a closer look at this well-engineered system, write Moore for System Survey No. 3322-19-63. Or fill out and mail the coupon to the Moore office nearest you.

Moore Business Forms, Inc., Dept. MM-4
Niagara Falls, N.Y.
Denton, Tex.
Emeryville, Calif.

Please send me Moore System
Survey No. 3322-19-63

Name _____

Title _____

Company _____

Street _____

City _____ Zone _____ State _____

ANSWER: It is never free, and the company that expects it to be is in for a jolt. No advertising agency can afford to throw in publicity as part of their services (if they offer to, look for an "angle"), nor is the salaried company man as inexpensive a proposition as he might seem. To his salary must be added that of a secretary, office space, expenses, travel, etc. As a full-time employee, a \$9,500 publicity man's actual cost can be \$30,000.

QUESTION: What are valid publicity expenses?

ANSWER: Far less for champagne than most people think, and far more for such items as good photography, research, leg-work (and messenger), special writing, paper, printing, and travel. Not enough can be said against stinting on pictures. Cheap photographers abound, but the company which economizes on the photo that will later cost hundreds of dollars to reprint and circulate, is indeed extremely short-sighted.

QUESTION: How should a company measure publicity results?

ANSWER: Here are two ways *not* to:

- 1) By inches of clippings. It neglects quality. A hundred inches of clippings in random media may well be less "valuable" than one solid article in a good industrial magazine.
- 2) By computing the advertising cost of equivalent space in the same industrial publication.

Which is more valuable to an industrial company selling a filtering material; two pages in *Look* "worth" \$25,000 or two pages in *Chemical Engineering* "worth" only \$1,000? Often "expensive" pages produce no usable industrial inquiries.

The best way to measure results is to set firm objectives for a six- to twelve-month period. Then check: Did special articles get into top papers? Did the leading journal in the field give you technical editorial recognition? Did all the important trade magazines cover your new products editorially?

Concentration on volume alone can put stories where they are most likely to be used, rather than where they *should* be used. Or the depth of a story may be sacrificed for the quick surface piece that can be merchandised widely.

QUESTION: What is the best way to set up a top-drawer industrial publicity program?

methods

ANSWER: As a highly prejudiced "observer," my vote is for the outside consultant. The best company men have a tough time remaining objective in the face of internal pressures trying to influence their publicity plans. Some capable men find themselves spending a lot of time writing wedding releases.

The outside counsel's prime asset is objectivity. His diversified experience with other accounts spells familiarity with unusual publicity techniques, and with their effect on different editors. His organization lends the benefits of group thinking, since no one man dreams up every phase of a publicity campaign. In addition, the consultant brings to his job an important stock in trade: his lists. Most publicity outfits guard these like uranium deposits. Anyone who has ever tried to assemble good media lists—and to keep them up to date on personnel turnover—can appreciate the value of publicity lists.

Most important, however, the outsider must produce to justify his fee.

Another point: it's essential for the company to assign full responsibility for publicity to one individual through whom all editorial requests are channeled. It simplifies life for editors, for the outside consultant, and definitely for the company's own executives.

QUESTION: So far, only the tie-in between industrial publicity and advertising has been discussed. What about the salesmen?

ANSWER: Half the value of publicity is in how it's merchandised. A good sales manager will take a story and: circulate it internally with a note pointing up the wisdom of the strategy that got it in the first place; send reprints to salesmen; and do a direct mail piece to customers with a covering sales letter.

On the other hand, the salesman can be invaluable as researcher of case history material. I have two suggestions for companies casting field men in that role: 1) ask only for tips, not for written stories with pictures, 2) play up the success stories of salesmen who got their customers' names in print, and the others will be elbowing in with material about *their* accounts.

QUESTION: Would you say that every company needs publicity?

ANSWER: No! If you have nothing to say, believe me, nobody will get it published for you in any decent magazine. m/m

july 1955

NEW

GRAY

Audograph V

High fidelity dictation
with full control
microphone

Here is today's most advanced dictation instrument! Just pick up the light nylon plastic *Full Control Microphone* . . . your paperwork is right under your thumb! Hear the true high fidelity voice reproduction of Audograph's new *ceramic cartridge*. You get new styling and lighter weight, too . . . plus the rugged performance you *always* expect from Audograph—product of Gray's half-century in voice communication. Audograph V is now being demonstrated in 200 cities. See it . . . hear it . . . in action!



The GRAY MANUFACTURING COMPANY, Hartford 1, Connecticut

(Circle 898 for more information)



PAYCHECK "OUTLOOK" ENVELOPES

Eliminate Time and Expense of Addressing, also chances for Errors. Paycheck "Outlook" Envelopes are absolutely opaque. Essential when wages are paid by check. Nothing shows but the employee's name. This improves personnel relations.

WRITE TODAY!



Send for Samples and Prices Today

OUTLOOK ENVELOPE CO., Est. 1902

Originators of "Outlook" Envelopes
1001 W. Washington Blvd., Chicago 7, Illinois

(Circle 876 for more information)



The Riddle of 15% Riddled Surfaces

Q. When does 15% "equal" 100%?

A. In acoustical walls: Amazing fact! Walls with 15% exposed acoustical surface absorb sound equally as well as if with 100% exposed acoustical surface. That's why

SOUNDEX PARTITIONS*

soak up office noise like blotters soak up ink.

*(surface area, 15% perforations exposing acoustical spun glass core.)



WRITE FOR FREE CATALOG TODAY.

GR Products Inc.

142 FEDERAL SQUARE BLDG.
GRAND RAPIDS, MICHIGAN

(Circle 897 for more information)

capsule

HUMAN RELATIONS

reports

EDITOR'S NOTE: A tremendous amount of research is being done today on human behavior. Behind this research looms the fact that human beings are the most expensive (and valuable) of our business assets. Unfortunately, much of this social research is being done by groups working independently of one another. Findings are not always published. Significant facts are often buried in long and highly technical reports. In addition, many of the researchers are reluctant to have their findings "popularized" by untrained observers who may distort them.

With these facts in mind, we have arranged with Dr. Donald A. Laird, an Industrial Psychologist, to collect and author the series of Human Research Studies we will publish in subsequent months. Dr. Laird was formerly head of the Psychology Department at Colgate University, and Director of the Colgate Psychological Laboratory. Later, he was appointed Director of the Ayer Foundation for Consumer Analysis, Philadelphia.

The numbers that appear in parentheses refer to source material texts. These are listed numerically under "Bibliography" on page 20.

A building contractor has shown that by allowing workers to choose their own "teammates," labor and material costs could be cut sharply—a saving which he translated into the construction of "every 29th house free." The experiment was simple. For a three-month period, the employer selected teams of carpenters and bricklayers. Then, for three months, he allowed workers to select their own teammates. The result was impressive. It produced a larger savings than any combination of five labor devices used previously (details on page 19).

Helping the worker fit

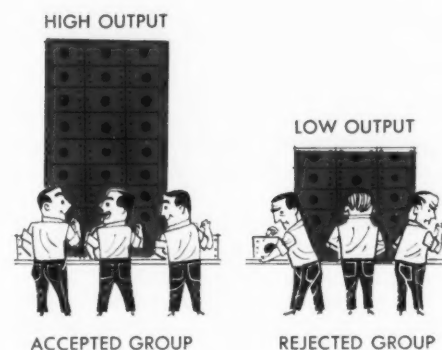
There is a bigger lesson for management, however, in this. Stated simply: a study of worker behavior patterns, and the application of sound operating principles to these patterns, can substantially increase productivity. Workers spend more of their working hours in the work group than in any other group. In this situation, the problems of acceptance and rejection, group and individual personality, etc., should all come under management scrutiny. The ability to recognize a bad situation and assist the worker can have a substantial effect on productivity.

Primarily, management is concerned with fitting the jigsaw of personalities found in any plant or office into a compact, homogeneous pattern. This means recognizing the "sore thumbs" and adjusting them to the group—or removing them. The following studies in worker psychology illustrate only some of the situations to be found by management which exercise an effect on worker productivity.

1 PEOPLE WORK BETTER WHEN THEY FEEL "PART OF THE TEAM"

A sizeable share of 2,000 blue-collar workers in one modern factory felt that they were not being accepted by their work group. Drs. Daniel Katz and Robert L. Kahn reported that about 19% were certain, or had qualms, that their group did not accept them. (5)

These workers were *isolates*. Few of them were lone wolves who didn't want to be accepted. Most were unhappy because they were rejected by the group. The presence of these *isolates* tended to lower the cohesiveness (or team spirit) and productivity of work groups. It was found that more of the men in high output groups felt they were really accepted by the work team.



This feeling of belonging also had a bearing on workers' satisfaction with their jobs. Results showed that about twice as many who felt accepted by their work crews reciprocated the favor by liking the company in general. High satisfaction with one firm was shown by 45% of those who felt accepted, as against 30% of the *isolate* group.

The mental forces in those satisfactions will be plainer if we think of satisfaction as expressing a lack of personal anxiety. In a power company, absenteeism was *least* among the workers who felt they were accepted by the others on their crews. Where do all these facts lead? The satisfaction from being accepted by the team (anxiety reduction) seems to spill over. It gives the job and company bigger halos.

Social psychologists doubt if satisfaction overflows in the opposite direction. This means that pride in the company, for example, would not likely give the worker satisfaction with his job if he felt he was a man spurned by his crew. Company spirit can be built better from the bottom up, using the work team as the unit on which to build. Such considerations put a finger on the need to transform *isolates* into team members.

It is more important for the leader to attend to this function now than it has been in the past. Dr. David Riesman has also analyzed the changes in modern life which have made group belongingness a stronger motivation force than in previous generations. (9)

into the team

2 OPENING THE DOOR OF WORKING GROUPS TO NEWCOMERS

Records indicate that most groups are slow to accept newcomers as belonging. Using 500 social and work groups across the country, Dr. John K. Hemphill found it was very difficult to be accepted into 65% of these. (4) The study also showed that 75% of these groups had rigid customs which they enforced. These customs were barriers which the newcomer had to clear before his anxiety could be reduced by a feeling that he was a member of the team.

These group customs, or folkways, may put more pressure on workers than standard procedures which are written in the company manuals. Some work groups give the boss a cigar at Christmas, and go out for a round of beer with him on his birthday. One crew never borrows one another's tools. Some crews sanction only a particular kind of work clothes. Work problems, in other crews, are taken to the oldtimer on the work team, and never to the company engineer.

Work teams commonly keep a new worker under scrutiny for the first few weeks. If the group decides he will not disturb their syntality (group personality)—or that they can blend him to fit their pattern—they open the door for him. When the new employee does not conform to the pattern the group wants to preserve, pressures are put upon him. Some of these pressures are aimed toward changing him to fit the pattern—hints from the pacemakers in the group to the effect that "we do it this way."

Other pressures are aimed to get him out of the group. They ignore him with their shop talk, pass dirty jobs to him, make him the victim of jokes, tamper with his machine or output, or keep aloof from him during lunch. The isolate becomes the subject of nasty rumors: they say he is a communist, or his wife has an interesting past.

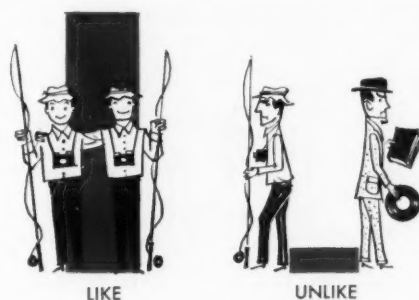
They will further pressure him by keeping useful news from him. In a leather goods firm, Dr. Keith Davis found that 20% of the executives were by-passed when useful information was transmitted

along the grapevine. (1, 2) (Note the similarity of percentage between this and the percentage of isolates found in the sample in the first chart.)

The boss with his ear to the ground can become aware of such "crew-ways." He can tip off the new employees to the rules which are not in the rule book—or, get a popular worker to take the newcomer under his wing. (10) "Knowing the ropes" means understanding the personality of the particular group.

3 RECOGNIZING THE REASONS FOR FRIENDSHIP AMONG WORKERS

Degree to which individual interests were matched



The group's opinions and beliefs usually make up the highest hurdles which have to be cleared before a new worker is accepted by a crew. Workers seem to demand like-mindedness even more than dressing alike. Pairs of best friends were checked on a hundred different qualities by Dr. William R. Thompson. A three-way check was made on how pairs of friends matched up, how pairs who were not friends matched up, and how the person's valuations of the qualities matched up. These valuations expressed each person's individual ideals.

The right-hand column of the chart shows that the pairs who were not friends scarcely matched in ideals, though they were of similar age, education, and social status. The left-hand column shows there was a high relationship between a person's ideals and how he sized up his



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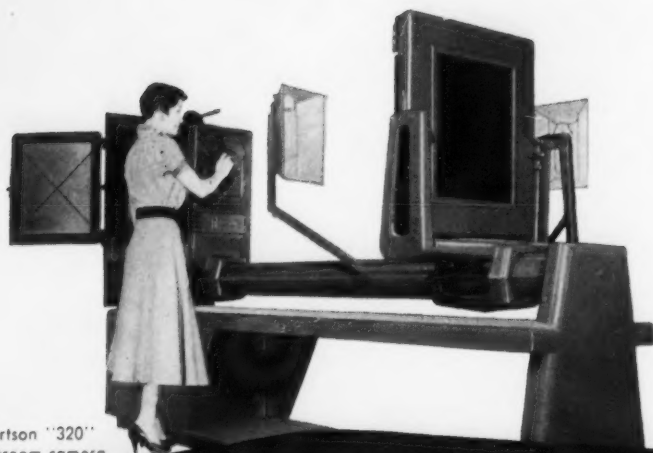
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best friend as showing these ideals. (14)

It used to be thought that a pleasant smile and a cheerful face would do the trick of fitting a person into a group. These studies cast doubt on that assumption. As an extreme illustration, we could not expect a pleasing capitalist to be accepted by a communist group unless he changed his beliefs profoundly.

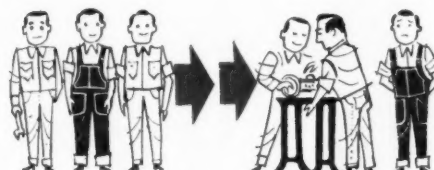
Lesser differences in opinions appear to exert great force on whether or not a person is accepted as fitting into a work team. A cohesive group strives to keep all members thinking pretty much alike on topics the group considers important.

Such self-protection of the majority opinion has been demonstrated in being accepted as a neighbor. This analysis was made for the Bemis Foundation for Housing Research from the Massachusetts Institute of Technology. (3)

Residents who conformed to the majority opinions of their neighbors were contrasted with residents who had different opinions (deviates), and who resisted changing to conform to the majority. Nearly twice as many of the conformists were chosen as "a person I would like to live beside."

4 HOW TO SIZE YOUR WORKER GROUPS

Three man teams usually eliminated one member



This chart depicts a rejection situation which has been found to be an earmark of three-person groups. For this experiment, three-man teams worked problems together. Their interactions at work were observed through one-way windows by Dr. Theodore M. Mills in the Harvard Laboratory of Social Relations. (8) There were nearly 500 interactions between the typical team members within a half-hour. But the interactions were almost never equally divided between the three.

The teams had been put together largely at random; they were high school graduates who lived in similar surroundings, but had not previously worked together. On paper, there should have been an equal amount of talk to and from each person. It didn't work out on an equal basis, however. Most of the teams quickly separated into a twosome and a leftover person—like the eternal triangle. One man was usually kept from his share of interactions because: (a) the twosome talked mostly to each other, and (b) the twosome turned down or ignored most of the ideas advanced by the leftover person.

Seating has also been found to influence interactions. It was expected that people would have most interactions when they sit beside one another. But what worked out was that, when vision was not obstructed, there was a larger share of interactions with the person sitting opposite.

This difference, Dr. Bernard Steinzer reports, is due to the greater ease of getting cues from facial expressions and gestures when sitting face-to-face rather than cheek-to-cheek. Shrugs of the shoulders and lifted eyebrows often give meaningful cues. (13)

It has been observed that the network of interactions tends to be centered in the middle location of many work groups. In an assembly line of five to seven workers, for instance, those in the middle locations usually receive and give the most shop talk. The people at each end are relatively isolated.

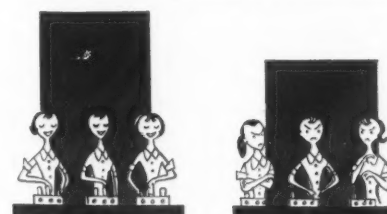
A noisy environment, which interferes with easy talking, may isolate a large share of the crew. So can a few dominating members who monopolize the interactions and touch off hostility within the others. (12, Chapter 6) If the new worker can be located near the center of the network, his absorption into the group should be quicker. Especially if this location gave him most interactions with some of the pacemakers of the group ideas.

5 YOU CAN MAKE THEM GLAD TO KNOW EACH OTHER

Many experiments show the boss can give cues to the group, and the new worker, which open the door wider for the newcomer's initial acceptance. The leader's cues can trigger more favorable responses at the outset. But it is not reasonable to believe that cues will dissolve the barriers completely, especially if the new man openly champions opinions which are at odds with those that the group feels are important.

Examples of cues which had power to induce more favorable initial acceptance come from tests with girls who were working in teams of three, making checkerboards. This analysis was made by Dr. Stanley Schachter and staff, from the Laboratory for Research in Social Relations, of the University of Minnesota. (11)

Desire to work with same co-workers again



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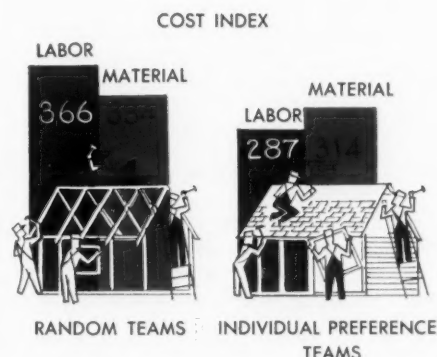
The girls were not acquainted with each other when they first came to work. Twenty-five of the girls were given this cue: "There is every reason to expect you to like the other girls, and for them to like you." Twenty-five others were given the opposite cue. All the girls were high-school graduates, and much alike in age and background. The experimenters told those "scientific lies" to measure any effect the cues might have on the acceptance of each other by the girls.

After the first shift of making checkerboards, the girls in whom a positive attitude toward acceptance had been cued showed much more liking for their teammates. Compare the columns in the chart to note the difference the two kinds of cues made.

Similar work with men, by Dr. Harold H. Kelley, revealed that cues have a powerful initial influence on their acceptance, too. The same persons were introduced to some groups as a "rather warm person" and to other groups as "a rather cold person." When the cue was "warm," the group gained the impression that the same man was more considerate, more sociable, more popular, more good-natured, more humane, and even that he had a better sense of humor. (6)

When the "warm" introductions were used, 56% of the group took part in the interactions. When the "cold" label had been pinned on the newcomer, only 32% took part. The right cues can make the climate more favorable for a greater ease of talking (interactions), which should help the new man get a favorable start toward fitting into his crew.

6 EVERY 29TH HOUSE FREE WHEN WORKERS CHOOSE THEIR OWN "TEAMMATES"



Some bosses make a practice of trying out new workers with different "teammates" until the boss is satisfied that he has the men teamed up so they fit together. The chart shows what happens when workers simply make those selections themselves to organize teams of bricklayers and carpenters. All the workers



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were skilled with many years of experience. They were building duplicate rows of houses in a large real estate development near Chicago. (15, 16) At the outset, the boss had assigned teammates on a random basis, from the pool of available men. The chart on page 19 shows the labor cost during the three-month period when the teams were thrown together without regard for individual preference.

For the next three months, Dr. Raymond H. Van Zelst used sociometric (preferences of the workers themselves) choices to form the teams from the same workers. The chart on page 19 shows the significantly lower labor cost per unit when the men had, in effect, chosen their own work-buddies. The cost of materials used was also reduced—from a "before" index of 334 to an "after" of 314—about a 6% saving. The contractor's chief engineer computed that the combined saving from the sociometric group was greater than any combination of five previous work-saving methods they had tried. He also reported that, "We are now building every 29th house entirely free."

There were also gains in morale after the workers were re-grouped according to their social attraction to each other. Job satisfaction went up considerably. One obvious advantage of using sociometric choices is that the crews are more likely to fit together from the start. Less trial and error occurs. There's less need for the group to pressure the few who do not fit in with the group personality.

There is some belief that the gains from sociometric groupings are partly due to the fact that workers feel their own wishes are being taken into consideration. When the employees are given some say-so in choosing teammates, the climate is changed a bit toward the democratic side. This democratic tempering of the climate may count for as much as the social acceptability of the teammates. This is suggested by records of the relationship between output and attractiveness of fellow workers, where sociometric choices had not been considered in forming the teams.

7 UNIFYING BY SEPARATING

Sociometric choices may not always provide the answer. When groups do not arrange themselves evenly, or tend to be large and necessarily contain deviates, other solutions must be sought. Occasionally, the best way to solve a misfit problem is simply to separate the misfit from the group.

One of the offices in the factory that was the subject for the first chart was staffed by young women, doing semi-skilled work. There was one older woman among them. She was doing more skilled work as a comptometer operator, and earned more money. This was enough to cause a sizeable breach in social acceptability.

This social distance might not have been a problem, but for the fact that the older woman harped on the frivolousness and giddiness of the younger women. During rest periods, they chatted about dates and dances with an abandon intended to shock the spinster. Properly shocked, she tried to convert them to mend their ways. These pressures and counterpressures, of course, merely made the wall between them thicker.

To alleviate the situation, the chief clerk converted a small storeroom into an office. He told the spinster it would make a splendid headquarters for her "so the noise from the comptometer will not disturb the other workers." Everybody was happy over the separation.

8 CUES FOR MANAGEMENT

When the leader picks up cues that anxiety or hostility, are on the rise, it is time to play a parental role — cool, reassuring, encouraging—revealing confidence in the future of the group as well as of the isolate. In short, he should show interest in the group.

There is much need for this unifying function in leadership. Membership in groups was reported: *very pleasant* in 50% of the cases; *unpleasant* in 6%; the remaining 44% said *neutral*, or *just so-so*. (4) This indicates that management still has a job to do with half the workers.

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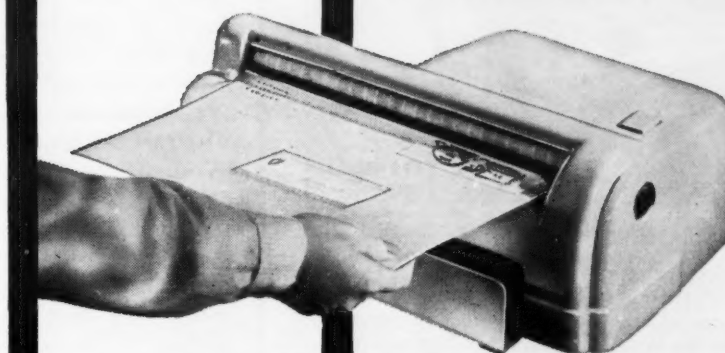
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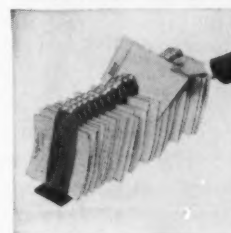
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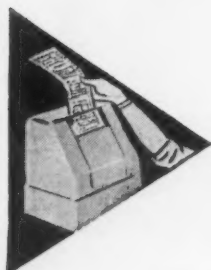
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Inadequate profit sharing system

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Incentive is lost when participating employees are not justly rewarded

by Louis H. Pilié, C.P.A.

Barton, Pilié, Jones & Wermuth, New Orleans

Profit-sharing plans, if wisely constructed, mean more profit for the company, and larger earnings for the participants. But if such a plan does not encourage incentive on the part of those who operate it, the whole concept is defeated.

This principle became clear to the auditor of a large retail chain who accidentally overheard a conversation. He heard a branch manager being told of the possibility of earning a near-maximum annual profit by a simple manipulation of the inventory record. Here was the flaw in the system: the branch manager, chief participant in the plan, wasn't rewarded adequately after profits in his branch reached a certain peak figure.

In other words, there was no personal incentive for going "all out" for the company. If he did go over the peak, however, he was able to save some of the profit for the following year by underpricing his inventory. If he didn't reach the peak, he could just as easily overprice his inventory. Juggling of inventory records was possible because the company maintained no controls over branch inventory taking.

When the Board of Directors became aware of the loophole in the plan, they took immediate action. A newly constructed plan went into operation within three months. The Board did not change the rates, graduating scales, or minimum-maximum figures of the plan. Instead they added a bonus arrangement for managers and their assistants who complied the best annual improvement in sales. They also instituted a competitive control on year-end inventorying.

The bonus system was set up to reward the ten managers and assistants who showed the most improvement. The branch store which was rated best received 10% of the profits over the established profit norm. This was shared on a basis of 75% for the manager and 25% for the assistant. The second best branch received 9%, etc.

The new inventory system required that managers and assistants of other branches supervise the inventory of their rival branches. These persons were assigned the responsibility for retail pricing, mark-ups, mark-downs, mark-offs, thus putting a check on inventory price manipulation. The resident manager, or his assistant, was also required to be present at the inventory takings. m/m

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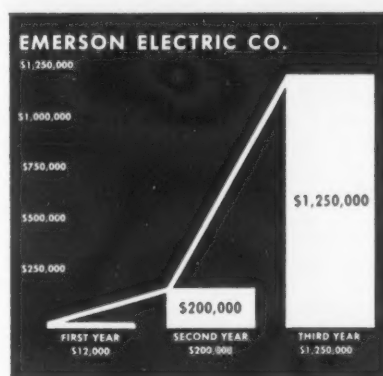


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methods

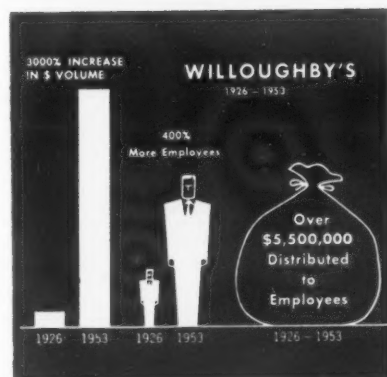
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The vast difference between "deferred" and all other types of profit-sharing and pension plans is that deferred programs combine the best features of an incentive plan with a retirement program. At the same time, a deferred plan permits the full contribution of the company to grow with the economy. Thus, while not obligating the company to a fixed dollar contribution, the deferred plan is capable of creating the greatest cash estate for each participant, from president down, of any retirement program now in use.

The phrase "the greatest cash estate" is used advisedly. It should be remembered that contributions to the fund are obtained in three ways:

1. Employer contribution of up to 15% of the total payroll of the participating employees.
2. Earnings and appreciation of the profit-sharing trust.
3. Forfeitures by employees who leave before becoming fully vested.

Let's examine what these contributions mean to the individual involved. We recently had Gordon A. Rambert, a profit-sharing consultant, obtain for us the following figures in support of the foregoing statement concerning "greatest cash estate." His figures are based on a plan in effect for ten years. He used the basic assumption that an employee had a profit-sharing credit of \$400 annually, which earns 10% or more annually through dividends compounding quarterly, through securities profits, and by appreciation of securities as well as a 5% gain due to severance of non-vested employees.

Here is the fantastic—but true—cash result for this one employee:

\$19,000	in 15 years
\$40,000	in 20 years
\$85,000	in 25 years
\$173,000	in 30 years
\$350,000	in 35 years
\$700,000	in 40 years

by Tyler Kay, President

Mutual Funds Center, Buffalo, New York

How the company benefits

It should be remembered that any employee of a company may participate, including stockholder executives. In addition, the employer may deduct contributions, before taxes, up to 15% of the participant's pay. The participant pays no tax until he receives benefits after retirement. And, last but not least, the income from the funds in trust is tax-free.

In cases where a company already has an insurance-based pension plan, the deferred plan may be consolidated with it or run parallel to it.

It is in the field of increasing productivity, however, where a company can realize its maximum return from a deferred profit-sharing plan. This is best demonstrated by the profit picture in most companies in the years right after installing profit sharing.

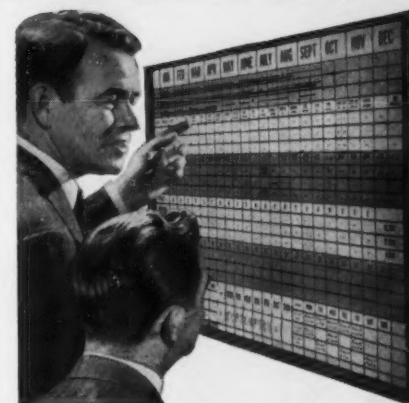
Three typical case histories

Perhaps the most spectacular of these is the Emerson Electric Company. At the end of one year of operation of its profit-sharing plan, the company distributed \$12,000 to employees. The following year, that figure skyrocketed to \$200,000 and at the end of three years, the pool was increased to \$1,250,000.

The profit-sharing plan worked a minor miracle for the General Controls Company, Glendale, California. In 1943, this company was at the brink of financial disaster. Sales for that year totaled only \$1,000,000. A profit-sharing plan was put into operation by the four Ray brothers, principal owners, and in just ten years, business has reached the twenty-million dollar mark.

One of the oldest profit-sharing plans is the highly successful operation of Willoughby's, the world's largest camera store. Their plan was instituted in 1926, and has been responsible for the distribution of \$5,500,000 to employees since that time. During the

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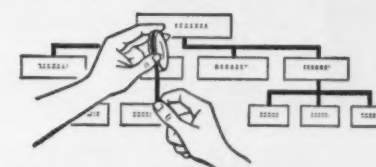


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Tax advantages of a profit-sharing plan:

Although present and future benefits to employer and employee alike are primary considerations which influence the decision to install a Profit Sharing Plan, according to a new booklet released by the Phoenix Mutual Life Insurance Company, there are several definite tax advantages which go hand in hand with the operation of such a plan. These tax advantages for both business and employee should not be overlooked or minimized.

Most important, insofar as the business is concerned, is the fact that employer contributions **are deductible when made**. This means, for example, that a contribution of \$50,000 by an employer to the Profit Sharing trust, is actually a contribution of only \$24,000 by a business which falls in the 52% income tax bracket. The balance of \$26,000 is represented by a decrease in taxes.

A second tax advantage to the business is the ruling that except for certain transactions, trust earnings are **not** subject to income tax.

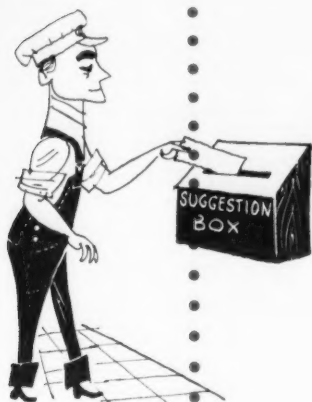
Employees, too, receive specific favored tax treatment in that their accumulations in the plan for retirement benefits are **not** subject to income tax when the contributions are made—but only when benefits are received. Furthermore, if desired, their Profit Sharing accumulations may be taken at retirement (or severance) under the favorable capital gains method.

same period, dollar volume of the business has increased 3,000%, and the number of employees quadrupled. The plan has been so successful that not one profit-sharing distribution has been missed—even during the depression.

Once profit-sharing goes into operation, employers soon sense an improved atmosphere of enthusiasm in their employees. Productivity, sales, and profits jump ahead. The combined experience of all profit-sharing companies shows that their plans have resulted in increasing profits through:

1. 40% to 100% increase in efficiency or production of employees.
2. Sharply reduced labor turnover.
3. The elimination of both absenteeism and lateness.
4. Better care of company equipment.
5. Improved labor relations.
6. Tremendous reductions in reject and salvage material.
7. Constructive suggestions from employees aimed at substantially improved production techniques.
8. A startling rebirth of enthusiasm by the sales force to market a more saleable product or service. m/m

methods



How to operate

a

suggestion

plan



Last year, General Motors Corporation paid out more than two million dollars in Suggestion Awards to its employees. General Motors considered this a good investment as it paid off in more efficient operating methods, safer and better working conditions, and improved employee morale.

Few firms can expect to match GM in suggestion plan volume; but there is little doubt that an efficient program can mean substantial benefits to a business of *any size*. Based on the principle that a person working on a specific job is frequently in the best position to see ways of improving that job, the GM Suggestion Plan provides the workers with the opportunity of offering practical ideas for improvement.

In all General Motors plants, suggestion blanks are made available to the employees through suggestion boxes located conveniently in all areas of the plants. The Suggestion Chairmen make

*Higher rewards yield more suggestions
and bigger savings for General Motors*

it a point to keep an ample supply of blanks in each of these boxes at all times. Also, in some plants, each supervisor keeps a supply of suggestion blanks on hand for direct distribution to employees.

A Suggestion Committee usually consists of three to five people, and represents such departments as Engineers, Safety, Standards, Production, Master Mechanics, Accounting, and Personnel. Committee members are men high enough up in the organization to have sufficient experience to enable them to do a good job of evaluating and approving suggestions.

The action taken on every suggestion varies both according to the type of suggestion received and according to the way it is handled in the individual plant. Generally speaking, suggestions are picked up from the suggestion boxes several times weekly. They are taken to the suggestion office where they are registered and acknowledged to the suggester, either by letter or by personal contact.

Evaluating suggestions

A complete investigation of every suggestion is made by the Chairman or one of his investigators. A recommendation for acceptance or rejection is then made for Committee action. Of course, sometimes the Chairman rejects the suggestion himself, where it is obviously of no value.

It is general practice when making the investigation to consult both the suggester and his supervisor. It is very important that the supervisor be made aware of, and have a chance to discuss, suggestions for improvements in his department. If the Committee accepts the suggestion, it is adopted and a suitable award is made to the suggester. No awards are made, however, until the suggestion has been put in use. If the suggestion is rejected, a thorough explanation is made to the suggester as to why his suggestion could not be used. In most instances, this explana-

tion is made both by letter and by personal interview, and the supervisor is likewise advised.

The GM Plan separates suggestions into three categories. These are defined by the nature of the suggestion — whether it will produce time or material savings or act as a safety or house-keeping improvement. Each of these categories offers a different monetary award range.

The Class "A" suggestion is for labor and/or material savings. The award is one-sixth of the total gross savings in the first year of operation, with a maximum award of \$2,500. An example of a Class "A" award involves a salvage inspector of the Chevrolet-Flint Manufacturing plant.

The inspector noticed that the stock used in the press that cuts out gas tanks was an inch wider than necessary. There was one inch of metal, 117 inches long, that was not being used. He suggested that the stock specifications be changed to save this metal. He received the \$2,500 maximum award

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Year	Submitted	Adopted	Awards
1942	57,464	7,468	\$ 259,331
1943	123,154	22,884	954,744
1944	115,884	28,393	1,138,656
1945	69,987	21,801	776,341
1946	29,706	6,891	237,978
1947	47,041	11,185	418,446
1948	55,007	13,880	589,381
1949	67,625	16,597	687,562
1950	93,190	23,293	975,196
1951	140,830	30,758	1,516,533
1952	144,890	33,863	1,678,372
1953	181,592	46,503	2,419,710
1954	192,030	46,995	2,467,514
Total	1,318,400	310,511	\$14,119,764

Maximum Award: 1942-50 (775); 1951 (35); 1952 (39); 1953 (60); 1954 (74).
Average Award: 1942 to date — \$45.47; 1954 — \$52.51

After falling off in the post-war years from the defense production peaks of World War II, the Suggestion Plan steadily increased in scope to reach new records last year. Maximum awards of \$2,500 were made to 74 employees, and the number of suggestions rose to a high of 192,030.

for this money-saving suggestion.

The Class "B" suggestions pertain to safety, working conditions, quality of production, etc. The benefits from this type of suggestion are intangible in nature and awards range from \$10 up to \$25.

An employee of the Baltimore plant of the Chevrolet Division suggested that a receptacle be installed beneath the soaping rack for a tire-mounting operation. Previously, soap drips had caused a slippery floor at this location. With the installation of a drain board and bucket, the hazard of slipping was removed. The employee was awarded a \$25 U.S. Savings Bond.

The Class "C" suggestion is similar to the Class "B," but is given for suggestions of exceptional merit which deserve a special management award. The minimum award in these cases is

\$25 and maximum may reach \$2,500.

For example, a maintenance man at the Tarrytown plant of Fisher Body Works suggested that a safety cable of his own design be installed on the Body Transfer Hoist. His suggestion resulted in less breakdown time, less damage to bodies, and improved operation of the hoist. His award was \$150.

The Suggestion Plan activity comes under different departments in different divisions of GM. In most instances, however, it is controlled by the Personnel Department. The Suggestion Department size varies with size of the plant and the volume of suggestions to be handled. In a typical GM plant, there might be a Suggestion Supervisor, 2 or 3 investigators, and a stenographer.

Besides being an excellent method for increasing efficiency and extra income to employees, the effective Suggestion Plan Program results in improvements of safety and working conditions. It also presents a means for helping employees to develop and show their creative initiative. It can be used by management as a barometer of an employee's progress, and a guide for promotions. Most important, however, is that it promotes the principle that industrial progress depends, in a large measure, upon the ability to produce more with the same amount of material and human effort. m/m



Typical suggestion box at a General Motors plant.

methods

diagnostics FOR MANAGEMENT

by Leslie M. Slote

Ass't. to the Pres. Norden-Ketay Corp.
Management and Labor Relations Consultant

question:

We narrowly averted a work stoppage last month when we "cracked down" on tardiness. Discharging a chronic offender almost led to a strike. What are other firms doing about lateness?

answer:

Tardiness is a widespread abuse, but analysis of cases in a number of companies shows that the fault lies primarily with management. It was found that none of these companies has a specific method of applying its tardiness policy, and all of them tolerate lateness on occasion.

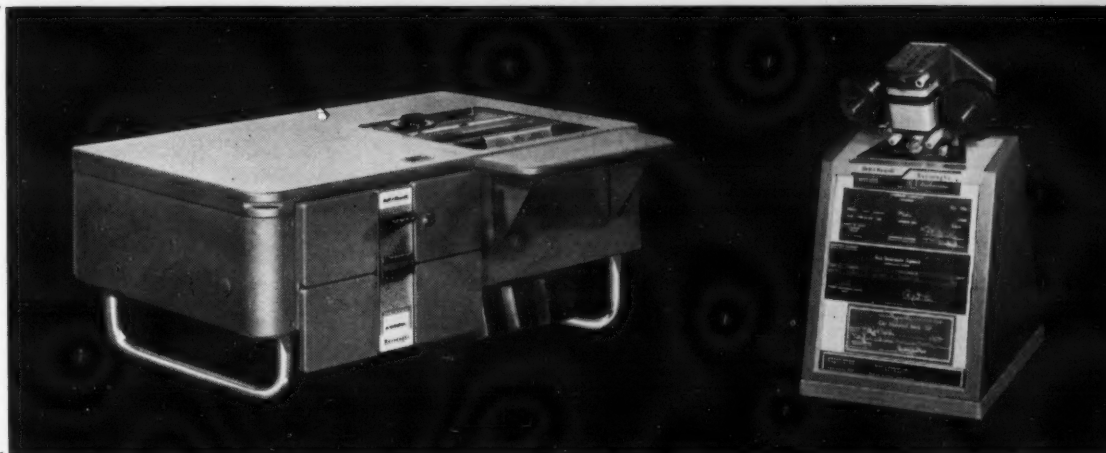
The first line supervisor is the key figure. He is primarily interested in getting the work out. Although many of his mediocre or undesirable people are often late, some of his best workers also offend. Lateness in most cases becomes a habit. Rather than penalize his own production by taking disciplinary action, or antagonize the group by showing favoritism towards his good workers, the supervisor merely reprimands, and the practice continues. When it becomes too intolerable, some supervisors determine to make an object lesson of a persistent offender by attempting to discharge him.

If the penalty is carried out, it only acts as a temporary stop-gap. Usually, in circumstances like these, it can be successfully contested by the Union. If brought to arbitration the outcome is uncertain, with the odds against the company. An arbitrator considers the individual employee's record, the circumstances of the particular case, and the over-all company pattern as a frame of reference. What choice has the arbitrator in his ruling, other than finding the penalty too severe, if the

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company's past practice has been to tolerate tardiness? Even if a particular violator had been warned, it might not have been construed as sufficient warning prior to discharge.

The first step, by way of correction, is a re-appraisal of company policy regarding lateness. The second step is to formulate and communicate a specific interpretation of policy, and the third step is to enforce it through consistent and equitable application.

Preparation of the detailed interpretation should be a by-product of a round-table conference with first line supervision. Make sure they understand the meaning of the policy and how and when it will be applied. Above all, let them know that management is determined to put a stop to lateness. Although policy in different companies will vary, one company with an acute problem used the following formula very successfully:

A single unexcused lateness: *verbal warning.*

Two unexcused latenesses in any consecutive 30-day period: *written warning.*

Three unexcused latenesses in any consecutive 30-day period: *2-day suspension.*

Four unexcused latenesses in any consecutive 30-day period: *dismissal.*

In addition, each case of unexcused lateness incurs loss of pay for time not worked. It is important to spell out what excused lateness means, and that the excuse must be acceptable to the supervisor. Examples are transportation breakdown (not routine delay), illness at home, unusually severe weather conditions, etc. *Lateness policy must also be tied in with absentee policy, or the tardy worker will take a day off rather than suffer a more severe penalty for his lateness.* Lateness of one-half a working day should be construed to be an absence.

The next step is to communicate your interpretation of policy to all employees. Post a written notice on the bulletin board in a conspicuous place, and allow a week before enforcing it. The final steps are up to the supervisor, who must be supported by man-

methods

agement. The supervisor must keep an employee record of each lateness and the action taken. Although excused lateness is not punishable, it should be recorded, because the habitually late employee can then no longer offer acceptable excuses after a short while.

The Personnel Department polices the entire administration of policy, and is formally brought into the picture at the written warning stage. Personnel, with the supervisor there, counsels the employee in an attempt to help him before it is too late. The idea is to help the worker to be punctual, rather than wait to catch him and impose discipline. Often, visual display of the offender's record has a salutary effect. Constant alertness must be experienced to make sure that all tardy personnel (unless excused) are disciplined, and that the disciplinary measures are applied consistently and uniformly throughout the organization.

question:

With reference to your recent articles on functional organization, what is the function of "staff" in the organization structure?

answer:

Basically, the staff was derived from the military type of organization structure, in which staff played the primary role of supporting the line operation. The adaptation of the staff concept to corporate structure retains the same functional relationship. The staff assists the line operation by providing three integrated services: (1) it supplies pertinent information and facts needed for reaching a decision; (2) it acts in advisory capacity by studying and analyzing situations and problems, and then making recommendations; (3) it accomplishes assigned tasks, projects, or responsibilities by using the authority of *knowledge* and practice of good human relations to gain *willing acceptance* on the part of the line operation. You should set up organization so that staff units or positions cannot assume, or will not be delegated, line operation functions and responsibilities. m/m

july 1955

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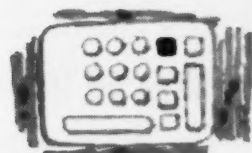
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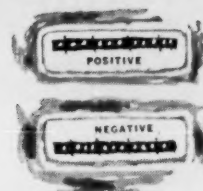
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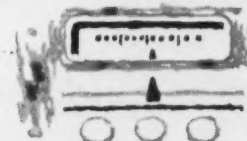
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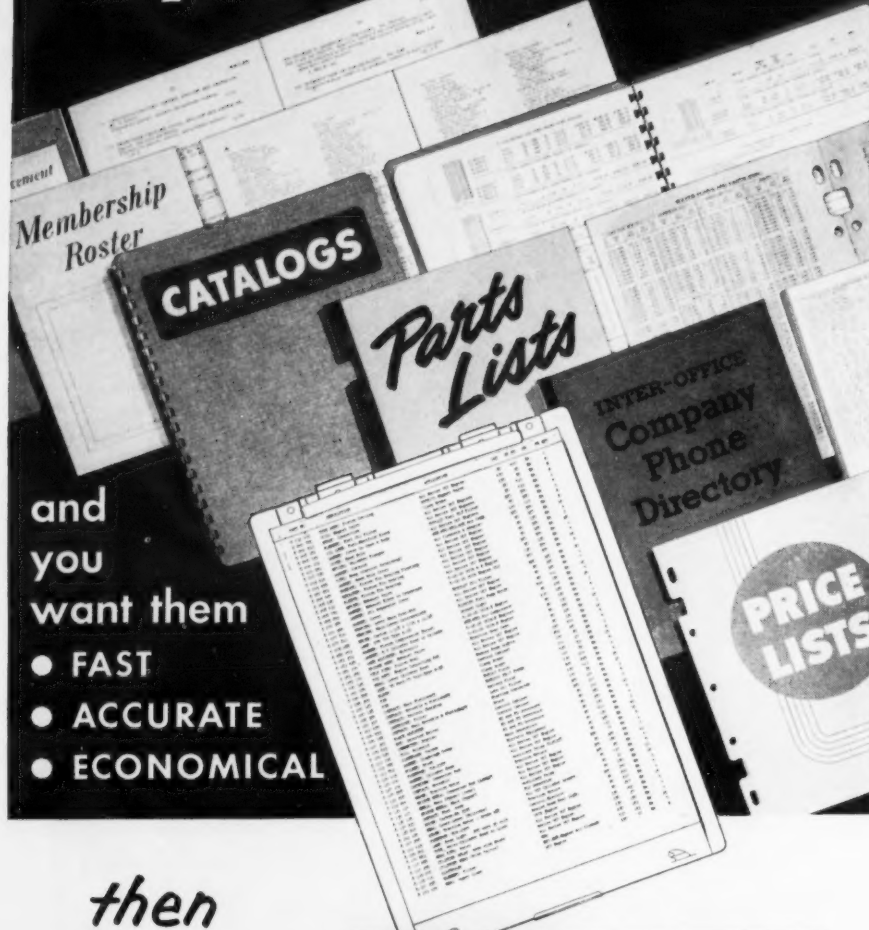
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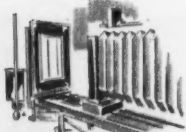
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thought starters

Thought Starters deal with a "practical solution to a management problem." The Editor invites contributions—which are paid for at our normal space rates.

VACATION

thought starter

Vacation survey reveals planning problems and solution

If you establish a clear vacation policy beforehand, you can solve your company's vacation problems, according to the Research Institute of America. In a survey of 1,000 firms, the Institute reviewed such questions as length of vacation, eligibility, staggering of vacations, and shutdowns.

Market uncertainties are the dominant problem in considering vacations this year, the survey points out. Subtle changes in consumer buying habits, sometimes spurred by promotional efforts, have so altered seasonal patterns in some lines that some firms are already changing their shutdown season.

A wrong guess about when new orders will be coming in can be serious. If there is any doubt about the trade picture, you might consider taking these three steps:

1. Check major customer groups and key accounts. Your sales force may find that many accounts expect to order from you just when your production line is easing off.
2. Contact major suppliers. Check to make sure you won't be hit by delays in ordering materials, especially if your operations plan differs this year.
3. Compare your vacation plans with those of your competitors. If there is any significant difference, make sure there are no elements in the picture that you have overlooked.

On the question, "Are vacations spreading through the year?", reporting companies were about evenly divided. Regardless of your own past practice, it may be worth-while to consider the following steps others are taking:

Summer vacations only: This plan has been most advantageous for companies with slow summer seasons and sharp fall and winter pickups. The ad-

vantage is the employees return refreshed for your busy season.

Controlled staggering of vacations:

An increasing number of companies are spreading the vacation season from April through November. Production is relatively unimpaired and employee morale kept high.

Off-season vacations: If the summer months are expected to be better than most, after-the-summer vacations will clearly be advantageous. While employee resistance must often be overcome, a few firms see such great advantage in it that they give bonuses to encourage the idea.

Split vacations: Although not permitted by most firms, these are sometimes the only means of keeping key people working during rush periods.

The survey shows that 40% of reporting firms plan to shut down this year, while 60% say they will not. If you shut down—and have had temporary lay-offs in the past year—the Institute suggests that you consider planning housekeeping projects that will give extra earnings to short-service people during the shutdown period.

PERSONNEL

thought starter

How to prepare your employees for "good news"

Arthur Basescu, President
Bassons Industries Corp.
New York, New York

Last Christmas we decided to launch a "share the ownership" program with our employees. It was planned as a surprise. Instead of regular cash bonuses, we distributed "common stock" in the firm. The surprise failed. We got an immediate and violent reaction that caused the first serious labor difficulty we had in 30 years' operation.

The stock coupons read "common stock, par value 50 cents." A good por-

methods

tion of our 200 employees interpreted this to mean each share was worth only 50 cents. This was not true; the stock was selling over the counter for \$2.50.

After it was all over, we found that one worker had even offered to trade six shares for a carton of cigarettes. We questioned our white-collar workers and found that even some of them had no idea of the real value of the stock. We also found that two of the more sophisticated employees had done a thriving business buying up shares at \$1 or as they put it, "a 100% mark-up."

How did we go wrong? It was easy to figure it out *after* the fact. We had assumed that our employees knew the value of our stock. We had reasoned that because relations between management and workers had always seemed superb, our employees would welcome a chance at sharing ownership even without a full briefing.

Our employee communications program had normally been very complete. We held regular meetings, enjoyed the fruits of a thriving suggestion plan, and had seen the active participation of our workers in new product development and business experience. The workers were aware of our progress in replacing defense orders with other orders from some of the country's largest firms. They had helped us build the prototype of a plastic body automobile. Yet all this was forgotten when they received their Christmas bonuses of shares in the company.

The lesson we learned was this: even good news must be treated carefully by management. The most innocent change in the status quo can set off a misunderstanding which may take many years to correct.

Four steps should be taken before any big maneuver by management:

1. Prepare personnel in advance.

2. Sound out reactions.

3. Have detailed explanations ready.

4. Solicit immediate questions when the event occurs.

PLANNING

thought *starter*

Ninety movable partitioned offices erected in 14 days

The installation of free-standing partitions to create private and semi-private offices for 90 employees of the McCann-Erickson advertising agency, was completed in 14 working days. This is 66 days less than needed to construct ordinary plaster walls.

The agency recently acquired additional floor space to supplement their main New York offices. The 11,600 square feet of space obtained, was obstructed by interior structural columns.

Using the structural columns as a starting point, an office layout was designed which effectively separated unrelated department activities and, at the same time, maintained sufficient contact to permit adequate supervision.

The steel partitions are topped with handfrost glass for maximum privacy. It wasn't necessary to modify the heating, lighting, or air conditioning.

For more information, circle number 982 on the Reader Service Card.

FORMS

thought *starter*

Credit memorandum form simplifies procedures



Melville J. Lee, Controller
Renwal Manufacturing Co., Inc.
Mineola, New York

We use a three-part, snap-out form both as a credit slip and an internal accounting device in cases of returned merchandise (see form below).

RECEIVED		RENWAL MANUFACTURING CO., Inc. TOYLAND PARK, MINEOLA, N. Y.		CREDIT MEMORANDUM	
Received from		Reason for Credit			
Address		Store No.			
City and State		Dist. No.		No. 25801	
CREDIT ACCOUNT OF		Customers Memo No.			
No. of Ctns.		Transportation Charges		Prepaid Collect	
NO. OF UNITS	ITEM NO.	DESCRIPTION	CONDITION OF MOSE	PRICE PER DOZEN	AMOUNT
			GOOD		
			REPAIRS		
			REPAIRS		

The pre-numbered form, prepared in booklets of 25, has effected great savings in clerical cost.

After completing the form, the clerk snaps out the first and third copies. The second copy is retained in the book as a permanent numerical file. The first and third copies are sent to the accounting department, where price per dozen and totals are entered. Then the first copy is mailed to the customer.

The bookkeepers use the third copy for posting the change in the customers account and they then file it in a special credit file.

TRAINING

thought *starter*

Students begin careers during school summers

To recruit well-screened college

POSITIVE RIGIDITY

... recommended
for all office
machines ...
ESSENTIAL
for
electronic
machines!



Cramer
GUARDIAN



IN
4 SIZES

26" height:
24x20" top.



26" height:
20x17" top.



29" height:
24x20" top.

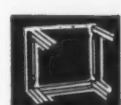


35" height:
20x17" top.

... 9" or 12" leaves available

OFFICE MACHINE TABLE-STANDS

Engineered to the rigid requirements of today's complex office machines, these new Guardian table stands by Cramer of Kansas City safeguard your investment in costly machines by holding them rigidly in place for accurate and trouble-free operation. Famous Cramer anchor-cups on each leg grip floor securely, and a handy lever releases the silent retractable casters for easy rolling of stand and machine when desired. Quality-constructed of square-tube steel with smooth tops of 3/4" plywood ... designed to complement the decor of the modern office.



WELD-BRACED
TOPS & LEGS
STAY RIGID



NEW LEAF LOCK
CANNOT RELEASE
ACCIDENTALLY



LEVELING DEVICES
ASSURE STABILITY
ON ANY SURFACE

Made by the Makers of Cramer Posture Chairs

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CRAMER POSTURE CHAIR CO. INC., 1205 Charlotte, Kansas City 6, Mo.



ALL MADE BY
Cramer
OF
KANSAS CITY

(Circle 862 for more information)



SYMBOLIC PICTURE OF SUCCESSFUL INVOICE CANCELING SYSTEM

The kiss prints on this executive's face tell a happy story. They were planted there by the gal whose job is to cancel paid invoices.

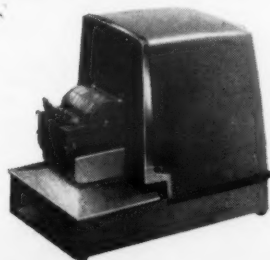
She's happy because her boss was smart enough to install a Cummins Perforator. Where formerly she was slave to a messy, tedious, one-at-a-time hand-stamping chore, she now cancels paid invoices—and their validating papers—simply by inserting them in the Cummins Perforator.

This cancels the invoices and all supporting papers with holes you can read. *All papers are marked—there are no skips or misses.* The cancellation lasts as long as the paper it's in. The canceled invoices can never be paid twice, nor can the

canceled supporting papers be used to validate a duplicate or faked invoice.

But even more important to the girl—it's a neat, clean, dignified job. What's more, it's fast—she has more time for other things, is more helpful to the boss.

Mail coupon for full information on Cummins Invoice Canceling.



Cummins
Business
Machines
sales and
service offices
in principal
cities

IN BUSINESS AND BANKS SINCE 1897
Cummins

CUMMINS BUSINESS MACHINES
Division of Cummins-Chicago Corp.
Dept. MM-75, 4740 N. Ravenswood Ave., Chicago 40, Ill.
Please send me full information on Cummins Invoice Canceling.

Name _____
Name of Business _____
Address of Business _____
City _____ State _____

(Circle 863 for more information)

graduates for permanent employment, Omar Inc., a leading midwestern bakery in Omaha, Nebraska, offers summer employment to college students. During their three summers prior to graduation, they are put in a regular company job. Those who "make the grade" are kept as permanent employees after graduation.

During the first summer, the student is assigned to a production job in the bakery. This gives him the opportunity of learning first-hand about the company products and the people who are responsible for them. The next summer is spent operating routes as a replacement for regular salesmen on vacation. This phase gives the student a chance to learn company sales methods and to meet customers.

The third summer is devoted to a specialization job based on the student's area of college study, preference, and availability of positions in the company. Some of these areas are bakery maintenance, industrial engineering, accounting and control, personnel, sales, and purchasing.

The final portion of training takes place after graduation. The trainee may fill in any parts of the program he has missed and then he is assigned to a regular position.

To illustrate the success of the plan, the company outlines the career of one 1949 graduate, Jack Pfeiffer, graduated from Ohio State University in that year with a B. S. in Business Administration. He majored in Personnel and minored in Sales. He was assigned to the purchasing department in July, 1949. In January, 1950, he was promoted to Assistant Buyer on the Central Office Staff. He became a Purchasing Agent in January, 1951, and was made Personnel Manager in May, 1953. At the present time he is engaged in an 18-month Personnel Development Program for which he was selected in July, 1954.

RETAIL

Professional collection costs are examined in survey

A survey of professional credit collection reveals some of the more im-

portant cost considerations. Prepared for presentation before the National Retail Dry Goods Association, the survey by Central Charge Service, Washington, D. C., shows that the median figures for professional collection costs range from 31.5% for stores with annual credit sales of \$20,000,000 to a high of 44.5% for stores doing between \$1 to \$2,000,000 of annual credit sales.

In general, it was concluded, those businesses that pay more than 35% on accounts collected by agencies or attorneys should study the existing system for ways and means to reduce these costs. Other conclusions drawn by the survey include the following:

1. If the number of accounts placed in the course of a year is more than one percent of the average volume of active accounts, then the appraisal of new accounts, authorization control, and the collection procedure should be re-studied by the business.

2. The costs of collection expense should be figured by including all court costs and suit fees, as well as commissions or other fees on the amounts of money collected.

3. The cost of lawyers should be governed by the Commercial Law League Rates. One respondent stated that his attorney charges a flat 33⅓% which includes all fees and costs of suits. This is a common arrangement, but impractical if the average claim of the store is high.

4. The average waiting time before placing an account for collection ranges from four months to four years. However, the largest number of respondents placed this waiting time between six and twelve months.

PERSONNEL

thought starter

Thrift plan features incentive of 25% company contribution

A thrift plan is being offered to Du Pont employees under which the company will add 25 cents to every dollar they save. The plan, entirely voluntary, sets up an incentive for employees to save money regularly and on a long-range basis through payroll deductions.

methods

The company will contribute to a trust fund 25 per cent of the amount saved by each employee. This money will be used to purchase Du Pont common stock for the individual.

It works like this: Every eligible employee who wants to participate will specify the amount he wishes to save every month by payroll deduction. The minimum is \$12.50 a month and the maximum is \$37.50. The amount he specifies will be deducted every pay period and will be put into U. S. Savings Bonds, Series E, for him.


Every month the company will pay over to a trustee one-fourth as much as the amount deducted for each employee. This money will be used by the trustee to buy stock monthly for his account, and dividends will be applied to purchase more stock. When he accumulates a full share, it will be put in his name and, after the required holding period of two years, will be turned over to him.

Since the purpose is to encourage sustained savings, the employee's savings bonds will be held four years, then will be delivered to him in annual installments. Stock will also be held for a minimum of four years from the time he enrolls in the plan, but delivery thereafter will vary in accordance with the rate at which the stock builds up in his account.

All employees with two years or more service are eligible. An employee can drop out at any time and get his money back in government bonds and the company's contribution. However, if he drops out in less than a year, he loses his entire share of the company's contributions.

The program is subject to clearance with several federal agencies. It is expected that governmental approvals will be received in time to get the plan under way September 1. The company will pay all costs of administration.

STORAGE

thought  starter

"Automated" conveyor system designed for warehouse use

A new test "automated" warehousing system utilizes electronically controlled

A distribution survey of

Annual reports

THE IMPORTANCE OF THE ANNUAL REPORT is subject to interpretation. Some companies have found it to be a valuable instrument for public relations. Others consider it little more than an annual chore and a dubious expense. We feel the following data compiled by William H. Collins, Director of Advertising for the Dravo Corporation, can give you an insight into what other companies are doing with their annual report and possibly be a guide for action. This summary is based on the return of 110 (or 73%) of 150 survey questionnaires sent to companies in every major industrial and commercial classification.

Preparation

Who plans and produces the annual report of your company?

Own staff	95%
Public relations counsel	6%
Financial public relations counsel	6%
Advertising agency	7%

Which officer (or officers) in your company has primary responsibility for your annual report?

PR Vice President or Director	54%
President	37%
Chairman	7%
Secretary	16%
Treasurer	22%
Controller	22%

Distribution of annual report

In addition to shareholders and company executives, please indicate distribution of the annual report to the following groups:

Employees	
Regular Report	46%
Special Report for Employees	30%
Report in Employee's Publication	15%
Regular Report on Request	6%
None	3%
Security Analysts	77%
Investment Banking Firms	83%
Brokerage Houses	69%
Mutual Funds	42%
Newspapers and Trade Journals	82%
Financial News Services	77%
Banks & Trust Companies	65%
Government	33%
Company Sales Personnel (as "selling" tool)	33%

Company General, Factory and Sales Offices	40%
Groups or Individuals in Neighborhood Communities of Company Offices, Plants or Subsidiaries	41%
Special Mailing Lists Prepared by Company Officials	73%
Upon Written Request from Public-at-Large	74%
Colleges and Universities	63%
Public Libraries	48%
"Exchange" with other Companies	54%

Approximately how many copies of the annual report do you print?

The 110 firms who replied print about 7,845,000 copies in total.

How many copies are sent to individuals and groups, other than shareholders, officers and directors?

Combined distribution totalled approximately 2,700,000.

Note below any significant changes in annual report preparation policy (e.g., new report features) adopted within the past five years.

Increased use of photographs and other pictorial illustration	40%
Increased use of graphs and charts	38%
Increased use of color	33%
Simplified copy	30%
More complete presentation of information	28%
Addition of multi-year comparative statistical tabulations	24%

General format improvements	16%
Typography improvements: ...	13%
Shorter, more concise president's message	12%

State briefly any change in the annual report distribution policy of your company in the past five years:

Distribution extended within past five years	74%
Distribution status quo	18%
Cutbacks in distribution of annual report	9%

The following tabulation was made from the answers of those citing expanded distribution:

Increased distribution generally	33%
Increased distribution to financial community	27%
Extended distribution to employees	17%

Do you publicize your annual report financial results (offering to forward free copies upon written request) in:

Local newspapers	70%
General business, financial magazines and newspapers	90%
Trade publications	23%

NOTE: The above breakdown is for 29% who indicated that their annual reports are publicized in ads; 71% responding to this inquiry said that they do not advertise the report.

Cite results (specifically as possible) of increased annual report distribution (e.g., new stockholders; sales response where annual report is used as "selling tool," effect on your community relations program, etc.).

General information

1. Beneficial results noted from expanded distribution

2. Impossible to measure, or haven't tried to measure

Those citing beneficial results, list the following:

Improvement in stockholder relations	26%
Improved community relations	26%
Increase in volume of complimentary mail and other comment	25%
Better public relations	18%
Increased investor interest	16%
Improved employee relations	13%
Beneficial sales influence	10%
Improved customer relations	8%
Valuable in foreign trade	2%

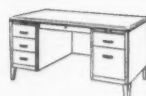
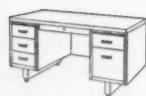


Illustrated: The New G/W Streamliner Desk Model No. 3M-76 FT now available at your dealers.

you'll find GLOBE-WERNICKE office equipment everywhere!

Globe-Wernicke's new Streamliner Desks come in 76 models with a choice of 6 colors: seal gray, sea green, copper tan, olive green, grained walnut and grained mahogany. Such conveniences as nylon drawer glides for silent sliding, height-adjustable island bases, complete sound insulation and molded or square-edged tops make

the G/W Streamliner the most advanced metal desk in America today. The Streamliner is as handsome in the general office as it is in the executive suite—and what's more it's engineered for maximum work output. Check with your Globe-Wernicke dealer. He's listed in the Yellow Pages of your phone book. Or write us direct.



CINCINNATI 12, OHIO

MANUFACTURERS OF THE WORLD'S FINEST OFFICE EQUIPMENT, SYSTEMS, AND VISIBLE RECORDS

(Circle 868 for more information)

conveyors. This reduces labor costs by 50% and warehouse space up to 25% in the Colmar, Pennsylvania, plant of the Link-Belt Company.

The new system provides the advantages of "bulk picking" while retaining the desirable features of conventional "order picking." In addition to reduced need for personnel and space, bulk picking offers better and more accurate inventory control, more efficient use of warehouse storage space, and reduction in breakage, returns, errors, and similar warehousing headaches.

This development is important to any industry or business which must warehouse and distribute case and broken lots of a wide variety of products, such as chain stores, drug wholesalers and chains, and large manufacturing companies.

The conveyor system directed by electronic controls, provides a platform on which pickers can place and segregate a requested item together with the consignee's address—which is contained on a tabulating card. It transports and then discharges each carrier load at a collecting station assigned to a specific destination for packaging, if necessary, and shipping. The discharge chutes are designed to act as temporary storage until the roving packing and shipping crew loads the trucks.

In one warehouse using the conventional order picking system, 6,900 of a total line of 9,100 items were called for in the orders filled in one particular day. Over 35,000 picks at the reserve stock areas, picking racks, and bins were required to fill the orders. During the working day pickers traveled over one million feet to make the picks. At that same warehouse, using the automated system, the identical orders could have been processed in one batch with only 7,000 picks while traveling only 10,000 feet.

For more information, circle number 906 on the Reader Service Card.

Also send information on _____ Name _____ Title _____ Company _____ Address _____ City _____ State _____ No. Employees in Firm _____	FOR MORE INFORMATION on products or methods described in this issue CIRCLE THE KEY NO. and mail this card
--	--

USE THE READER SERVICE CARD FOR MORE INFORMATION

methods

work center

"... men and machines don't work in a vacuum. Though you may saturate your Work Stations with skilled workers and modern tools, they can produce efficiently only when 'community' factors like traffic control, and adequate lighting, and proper communications — and even creature comforts — are properly integrated."

"integrated office"

A simple solution to payroll department traffic problems

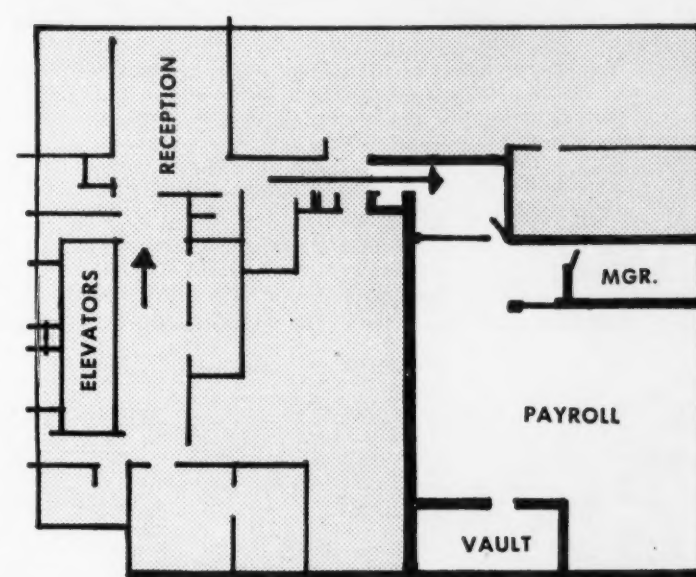
How to reduce internal traffic in an area requiring privacy and security

There are "sore spots" in the physical layout of almost every department of every company that can be solved by intelligent office layout and design. When moving into new quarters, particularly, it is relatively easy to eliminate them ... if the office designer is properly briefed in advance.

An excellent example of this principle in action occurred when the American Oil Company recently moved into their new Amoco Building, in New York City. A close relationship was established, in the early stages, between Amoco officials and department heads, and their architect and designer, J. Gordon Carr.

(next page, please)

Photograph (below) was taken from a position near the vault looking towards the manager's office. Note the excellent control position of the assistant manager (behind glass window) who screens all visitors.



"Catch up on your copying at our expense!"



Copease*
Duplex
PHOTOCOPIER

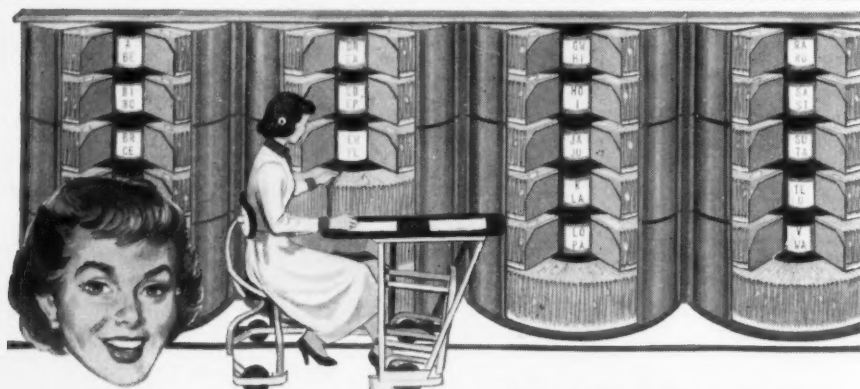
*Trademark

Yes, you can have a Copease Photocopier in your office free of charge or obligation. Just a nominal charge for the paper used. Use it for all that tedious paperwork that has been piling up. One of your secretaries can learn to use Copease in just 15 minutes. Copease handles routine copy-work without a single dial adjustment, and without regard for low-hanging fluorescents or bright sunlight. Your copies will be so clear and clean you'll often prefer them to the original.

Prove that Copease copies everything—no exceptions! And do it at our expense for three days in your own office. Send order card today! Just check number 904.

COPEASE CORPORATION • 270 Park Avenue, New York 17, N. Y.

(Circle 904 for more information)



"I hated filing too, before **CORRES-FILE..**
now it's laborless filing — and in half the time!"

For 60 long years the 4-drawer file has been a necessary evil — since 1893 filing clerks have been pulling, pushing, stretching, stooping, kneeling, squatting — performing more like gymnasts than office workers. No wonder the personnel turnover for filing clerks is the highest — and comparative efficiency the lowest. But, at last, filing drudgery can be eliminated. Office modernization can

include the filing system too — because Corres-File has become a reality. Designed to fill a vital and specific need, Corres-File eliminates more than 50% of clerical operating time — this brings your filing operation up to new heights of filing speed, efficiency — and economy. Send today for complete information.

THERE'S A CORRES-FILE NEAR YOU - ASK FOR A DEMONSTRATION TODAY!

**EFFECTIVE TOOLS FOR
EFFECTIVE MANAGEMENT
WASSELL
ORGANIZATION, INC.
WESTPORT, CONN.**

(Circle 899 for more information)

I'm interested in knowing more about Corres-File
—and how it can save for me.

Name _____
Title _____
Company _____
Address _____
City _____ Zone _____ State _____

The Payroll Department had a problem, Carr was told, not unlike that of many another company. This department is responsible for paying all employees in the Amoco Building (585) and the northern sales region. Seamen from the Amoco fleet also come to the Payroll Department for their checks when they dock in New York.

Employees are constantly dropping into Payroll to ask questions about their payroll deductions, taxes, savings plans, or other individual financial concerns. From an employee relations point of view, it is important to give these people every consideration. But a twofold problem occurs. First, their wandering-in-and-out of the department is distracting to those working there. Second, much of the department's work is of a private nature, and there has to be some way to discourage visitors from looking over the clerk's shoulder.

Designing the Payroll Department

The design of the Payroll Department (shown on p. 35) has provided an intelligent solution. This department occupies a corner of the seventh floor.

Entry is from the public hall. But, instead of walking directly into the department, visitors enter a glass-walled, comfortably furnished waiting room. The door from this room to the department is electrically controlled by the assistant department manager, whose desk, also screened by a glass partition, is directly outside of the manager's private office. Only those with permission to enter the department are admitted to the Payroll Department proper. The business of other employees is handled in the privacy of the sound-proofed waiting room.

Daniel K. Austin, manager of the Payroll Department, says that through the years his department has learned to tell what a visitor's job is long before he has asked his first question. The seamen, for example, are easy to identify the minute they come in. Even without prior recognition, it is easy to flag the proper person in the department needed to handle the visitor's questions. Most important, the department itself is freed from distracting traffic and conversation.

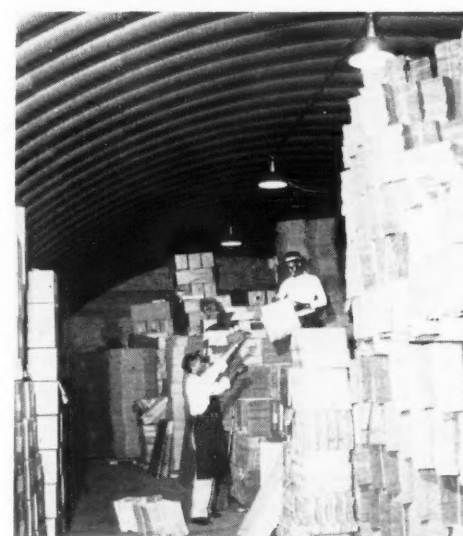
The plan illustrated is easily adaptable by any firm with similar Payroll Department traffic problems. m/m

**plan-
ning
idea**

**Prefabricated trussless building
provides economical, clear-floor space**

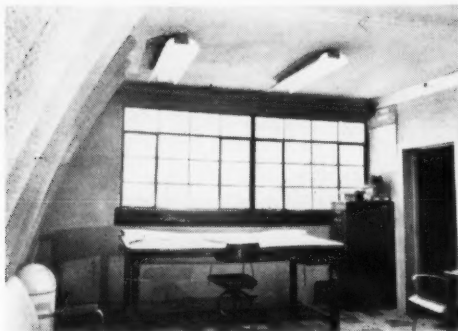
A trussless, all-steel, semi-circular building has solved the warehousing problems of the Herold Products Company, Chicago. Attached to the single-story plant of the company, the 60' x 100' building is ideal for their storage needs because it contains no obtrusive internal supports or interfering posts. Approximately 150 different sizes and types of irregularly shaped merchandise are easily stored.

Management has found this type of structure so useful that an additional trussless building is being planned. This new structure will have loading areas for three highway trailers or trucks, an all-weather dock, and will be equipped with permanent pallet racks to aid in the handling of merchandised materials.

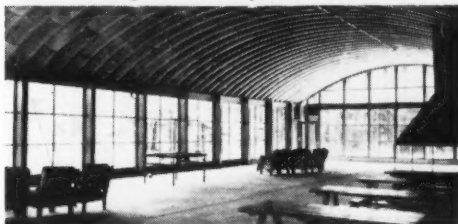


The warehouse is completely free from supports, pillars, beams, or posts. This gives the best utilization of existing floor space. The steel structure adjoins the regular plant.

methods



ABOVE: 40' x 60' trussless building used for office and factory at Super Alloy Forge, Inc., Hamburg, Michigan. **BELOW:** 50' x 100' recreational building at Belk Department Stores, N. C.



The trussless structure is made entirely of individual two-foot wide, slightly arched sheets of 18 gauge steel. These are joined together to form a single arch, and the building is made up of a number of these independent arches joined together. The length of the building is virtually limitless because it can be extended at will by merely bolting additional two-foot wide sections to the existing structure.

Not only can the structure be used for storage but it can be transformed into office or factory space. As an office, it provides an unbroken open area. This space can be tailored to fit specific requirements by the use of partitions to separate work stations and work centers. Virtually all the interior space is usable. For example, in a 30' wide structure, at a point one and one-half feet from the wall, there is a height of six feet from the floor to ceiling. If a brick or concrete side wall is used, this height can be increased.

Construction simplicity and economy are notable features of the building. It can be put up in a matter of hours after the simple concrete foundation slab has been laid. No special tools are required. All joining is accomplished by the use of uniform size nuts and bolts. For example, a 40' x 70' x 18' building can be assembled by three men in only two days.

The cost of the building is approximately \$1.10 per square foot of floor area. According to the manufacturer,

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If you would like to retain your copies of *Management METHODS*, here's a specially designed binder that will hold 12 issues without crowding. Looseleaf, it requires no post-hole punching. Pages open flat with no part of the gutter of a page hidden from view. Issues can be inserted in a second. The rich, maroon, leather-like cover is hard so that volumes may be stored "on end" in your bookcase. Each binder is embossed with the title "*Management METHODS*."



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the cost of construction, up to and including a 60' wide building, using union labor, is around 30 cents per square foot of floor space.

All utilities, such as plumbing, electricity, and all standard building necessities, can be easily installed in pre-drilled, well spaced holes. All standard internal building materials, such as wall coverings and insulation are also installed without difficulty, as well as windows and ventilating systems.

For more information, circle number 986 on the Reader Service Card.

plan-
ning
idea

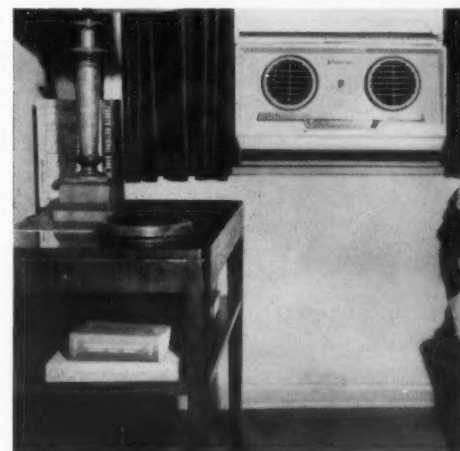
**Air conditioning
an old building
within a budget**

Limited funds almost prevented the City of Wichita from air conditioning its 60-year-old city hall. Because of the antiquated heavy stone construction of the building, with its solidly built interior walls, a central unit would have cost about \$137,000. The city commissioners had allotted only \$70,000 for the installation.

Hysom & Associates, consulting engineers, were able to devise a combination of window units with one central unit. This system met both the budgetary and conditioning requirements of the building. The fourth floor was fitted with a central unit supplied by ducts running through the attic. The first three floors were fitted with 39 individual room units which ranged from 1/2 h.p. to 1 1/2 h.p.

The installation was completed in June, 1954. During the first summer of

(continued page 40)



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clean



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THE MAN
William Zeckendorf
President

THE COMPANY
Webb & Knapp, Inc.

THE DESIGNER
I. M. Pei
Architectural Division
Webb and Knapp, Inc.

where they

THE OFFICES OF



MANY BUSINESSMEN—and office designers—pay lip service to the idea of reflecting their “personalities” in the design of their offices. Few, however, are sufficiently lacking in inhibition to carry out the idea.

This is not so with Mr. Zeckendorf. His personal description of his company is “a creative company dealing not merely in real estate properties but in properties combined with ideas.” He says, “The reflection of this business philosophy in our physical surrounding is a real asset to the firm, not only as it contributes to the lives of those who work here, but also as it affects our visitors—investors and brokers. The office lends credence to our ideas.”

The offices are in a two-story

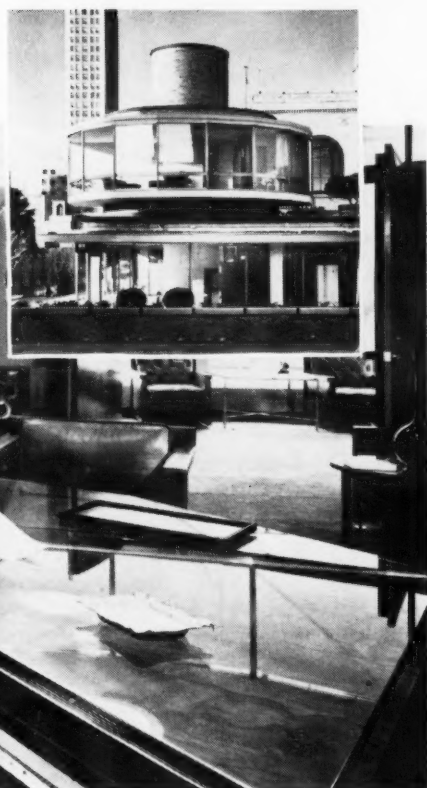
penthouse above Madison Avenue in New York. The President's personal office is circular, with wood-paneled walls designed to insure proper acoustics. The circular wall deflects sound to the carpet and ceiling, and further absorbs it by acoustical panels in the wall itself. Mr. Zeckendorf's desk contains telephones, intercom, and signal buttons for secretaries. Vents in the ceiling are cylindrical skylights, each mounted by a transparent plexiglass dome set on the roof.

Mr. Zeckendorf's office is on the lower floor. The circular white tube in the middle of the building is an elevator shaft leading to the lounge above. This area, containing both kitchen and bathroom, is used for luncheon meetings and for

methods

work

SUCCESSFUL MEN



entertainment. A curtain can be drawn for privacy.

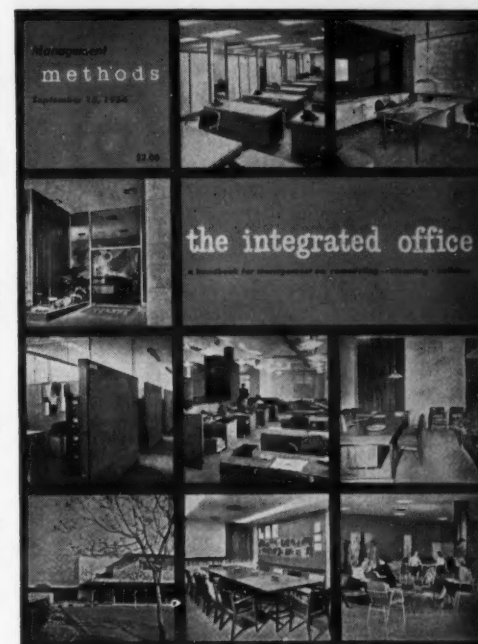
Heavy use of glass throughout the executive suite, and in the clerestory windows of the private office, provide an illusion of space in a relatively small area. m/m



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office remodeling, relocating, building

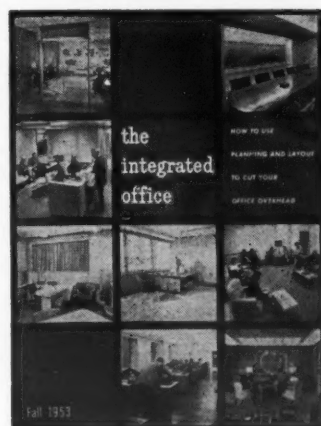


If you have been thinking about remodeling, moving, enlarging your offices, here's a practical, down-to-earth guide that will save you hours of trial and error planning. The 1954 issue is crammed full of solutions to management's most pressing problems:

How to select new quarters
How much does it cost to move
How to modernize on a long-term plan

How much does it cost to redecorate
How to handle sale and lease-back of property
How to expand an existing building

Each of these questions—and this is only a *partial* table of contents—is written by a recognized expert in terms of his experience with well-known firms. Dozens of photographs and plans guide your selection to the proper solution to your needs. To order, use the postage-paid order card bound into this issue. We'll bill you later. **only \$2.00**



A FEW COPIES OF THE 1953 ISSUE STILL AVAILABLE

The 1953 edition of THE INTEGRATED OFFICE covered completely different subject matter. Its general theme was a detailed breakdown of the factors involved in office layout and planning. Together, the two issues provide a complete "package" for the business concerned with office layout, building, furnishing, and renovation. While they last, 1953 copies are available at \$2.00. Use the special order card bound in this issue of MANAGEMENT METHODS.

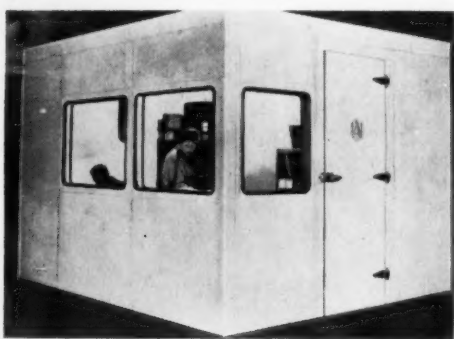
operation, which included the hottest July ever recorded in that city, officials claimed that equipment and personnel efficiency were maintained at high levels. The individual window units proved so satisfactory that it was possible to leave doors open leading from air-conditioned rooms to non-air-conditioned halls, without any noticeable effect on temperature.

plan- ning idea

"Quiet room" for supervisory and control personnel

Unnerving noises prevalent in factories, power plants, etc. can hamper the production efficiency of supervisory and control personnel. Prefabricated soundproof "rooms" offer high noise reduction in all frequency bands.

The new, scientifically constructed "quiet room" features acoustic panels



and soundproof doors and windows. Ventilation silencers are also provided, as required. Both the interior and exterior surfaces are faced with durable, non-combustible metal surfaces.

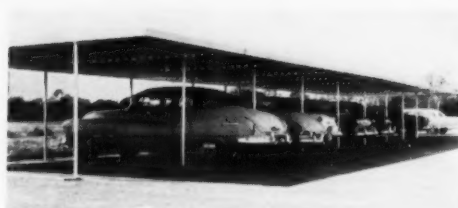
The prefabricated rooms are available in many sizes, and dimensions can be changed in all directions by adding panels. Rooms are easy to erect and can be conveniently dismantled and moved.

For more information, circle number 991 on the Reader Service Card.

plan- ning idea

Carport features convenient all- weather shelter

A new, economical car shelter transforms what may be an eyesore, into a good looking, protected parking area. The aluminum carports are prefabricated for easy installation. They protect car finishes from the damaging ef-



fects of summer sun, keeping car interiors comfortably cool, and shelters them from rain and snow.

The carport features a canopy composed of fixed W-shaped louvers, creating a series of protected openings for ventilation. The louvers allow the passage of air and a soft, diffused light while excluding rain and snow.

The rust- and corrosion-resistant finish to the aluminum eliminates painting and other maintenance requirements. The shelters are assembled in free-standing or attached construction.

For more information, circle number 990 on the Reader Service Card.

plan- ning idea

Production line desk layout saves space

To gain floor space in an overcrowded department, and yet give each employee a large desk working area, the State Mutual Life Assurance Company, Worcester, Massachusetts, arranged modular units in a production line layout. There was an actual 25% gain in floor space, and each employee had one-third more desk-top working areas plus greatly increased comfort.

One of the features of the installation was the effective use of 48-inch high partitions with easy-to-reach bookshelves. These made it possible for workers to have the constantly-referred-



to rate books always conveniently at hand, yet off the desk top.

For more information, circle number 981 on the Reader Service Card.

plan- ning idea

Hospital boasts record-setting architecture

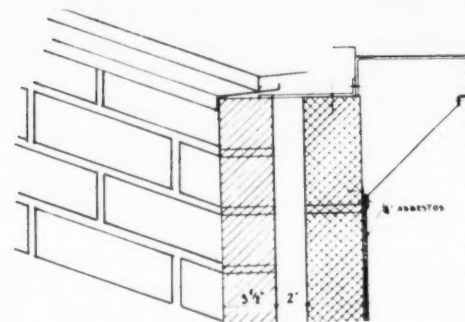
The cavity wall process of construction has been used to a world record height of 19 stories, in the construction of a new hospital in New York. This wall is composed of two vertical planes of masonry, called wythes, separated by a two-inch air space. The cavity wall is noted for greater durability and insulation powers than the conventional wall, and particularly for a high resistance to moisture.

Built on steel piles sunk down to resistance with poured concrete foundation, the new Veterans Administration hospital is constructed of 12-inch modular glazed grey brick on a dark red brick base recessed two inches at the foundation. T-design in shape, the building has a central core of light red brick for color contrast.

The four-to-six-inch inner wythe is the load-bearing portion of the wall. Constructed of center concrete units, it rests directly on the lightweight concrete floor. The outer wythe of brick is four inches thick, supported by angles attached to spandrel beams, 11' 8" apart vertically.

The two wythes are tied together by bronze Z-anchors staggered 16" apart vertically and 24" horizontally. The anchors are crimped to prevent any transmission of moisture between the wythes. Water in the cavity between the wythes is drained by staggered weepholes in the outer wythe just above shelf angles and grade-level supports. There is a continuous flashing in the cavity at grade level to drain the water to weepholes and avoid seepage into the building or foundations. Careful inspection of portions of the wall when they had been up for more than a year revealed no evidence of water penetration to the interior wall.

The hospital is one of the VA's largest. The T-shape plan was designed by Lapierre, Litchfield & Partners to give maximum light and air, and the greatest efficiency in bringing remote points close to central core. The two major wings of the building are, respectively, 265 feet and 423 feet



This cross section illustrates the principle of cavity wall construction. The outer wythe (on the left) of 3 1/2" thickness is separated by a 2" space from the inner wythe (on the right).

long. A separate building containing nurses and attendants' quarters, apartments for the administrative staff, and garages is located on the site back-to-back with the hospital. The hospital overlooks the East River in one direction and the midtown New York skyline in the other.

plan- ning idea

Automatic "voice" reminds passengers to operate elevator

To bring the power of speech to the electronic brains in charge of operator-less elevators, a "voice" to communicate recorded messages to passengers has been developed. This voice is intended to bring information and assurance to passengers who are not familiar with the elevator system or the building.

Messages stored on a magnetic tape in a remote location are reproduced by loudspeakers concealed within the walls of the elevator car. As passengers enter, the recorded voice announces "This car up" or "This car down." Later if the first passenger to enter has neglected to select his floor by pressing a floor button, the voice admonishes him to "Press your floor button, please."

Should a passenger attempt to delay the car by restraining the doors, the recorded voice again intervenes to speed service by courteously requesting, "Release the door, please." The voice is so completely in touch with traffic conditions that it may request, "Step to the back of the car, please," if passengers are crowding near the doors.

The system is fully automatic and, without supervision, is capable of reproducing any message called for.

For more information, circle number 985 on the Reader Service Card.

clippings

NEW LITERATURE AND PRODUCTS IN THE EDITOR'S MAIL

Free planning kit aids in layout of tabulating department

A planning kit for use in developing an efficient floor plan layout for punched card machines and accessories is available at no charge. Scaled templates and layout paper supplied in the kit simplify the careful analysis and planning needed to achieve optimum use in minimum space.

The kit contains 120 colored templates of machines and tabulating accessories cut to 1/4" scale. They clearly denote the units they represent and are color-coded for easily visible identification of arrangements. The templates have pressure-sensitive adhesive backing, and can be moved from one location to another on the floor plan layout paper, which is ruled in 1/8" squares. Detailed instructions on planning the layout are included in the kit.

For a free planning kit, write to Tab Products Company, 57 Post Street, San Francisco, Calif.; or circle number 983 on the Reader Service Card.



New remote controls for dictating machine

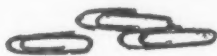
A remote power control dictating machine puts an executive's dictation on his secretary's desk automatically. The device consists of a power control hand microphone desk set connected to a dictating machine which is located on the secretary's desk.

The executive has full command of the dictating machine through controls located on the microphone. The dictator controls start and stop of recording, lock



for continuous recording or listening, quick-review playback, correction, and end-of-letter markings.

For more information, write the Dictaphone Corporation, 420 Lexington Avenue, New York 17, N. Y.; or circle number 993 on the Reader Service Card.



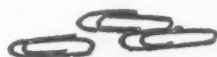
Mail bag holder helpful in sorting and mail handling

A double mail bag holder proves helpful for use in sorting and handling of



mail. It is of strong tubular steel construction with adjustable bag hooks. The holder can be compactly folded for storage and is equipped with a silent roll and full swivel casters for easy portability.

For more information, write to the W. A. Charnstrom Company, 305 South 5th Street, Minneapolis, Minn.; or circle number 999 on the Reader Service Card.



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These problems are the main topic of the state educational conferences requested by the President, as well as of The White House Conference on Education to be held in Washington, November 28 to December 1, 1955.

If you are interested in further information about how to organize a local conference on the same big subject, write for the free booklet, "How Can We Discuss School Problems?", BETTER SCHOOLS, 2 West 45th Street, New York 36, N. Y.

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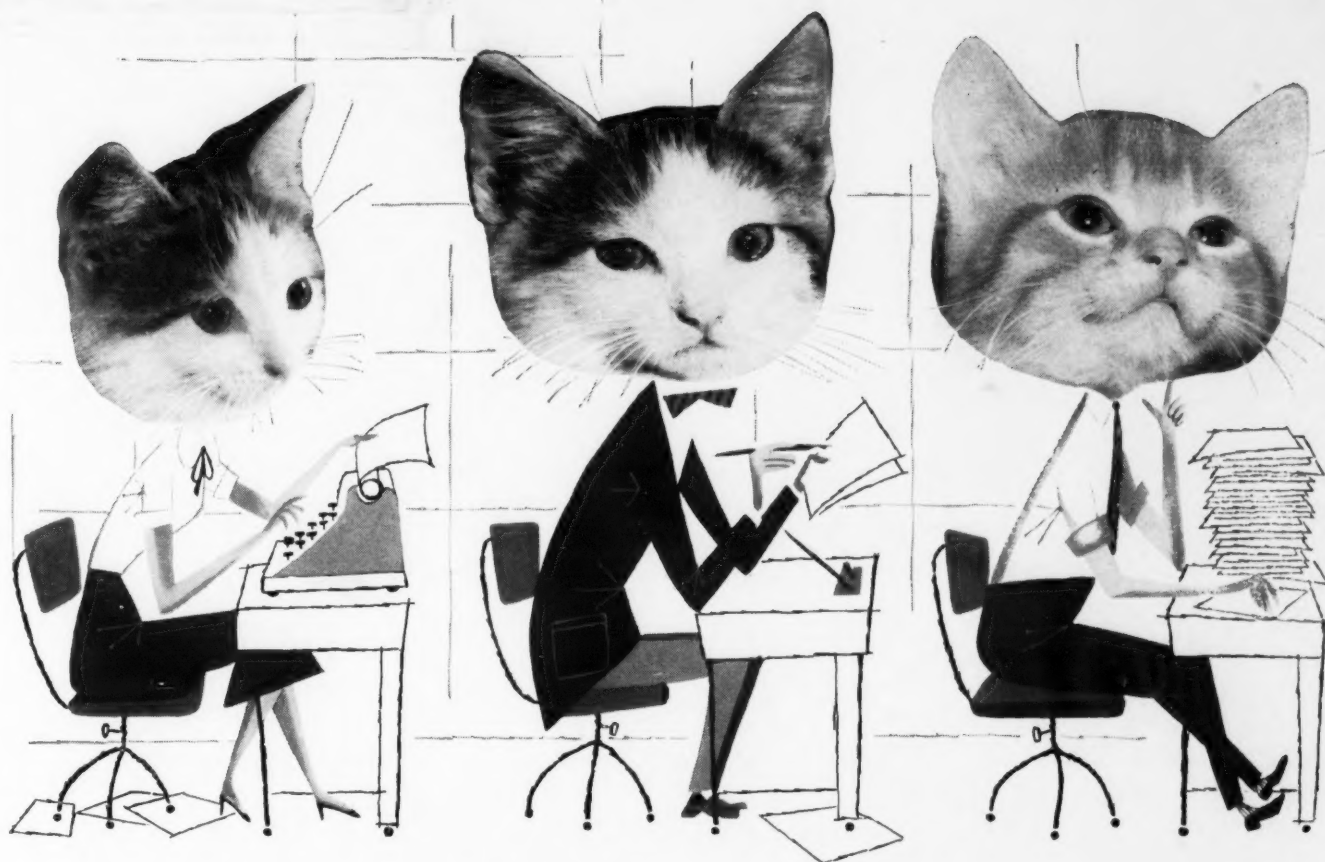
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Management

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150
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